

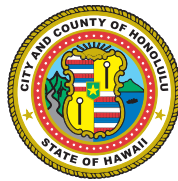
DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2019 – June 30, 2020



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Department and Agency Reports of the City and County of Honolulu for
Fiscal Year Ending June 30, 2020, published December 26, 2020

The Revised Charter of Honolulu, Article XIII, Section 13-104 (2017 Edition) states:

1. Not later than ninety days after the close of the fiscal year, each agency of the city shall make an annual written report of its activities to the mayor in such form and under such rules and regulations as the mayor may prescribe.

2. Not later than one hundred eighty days after the close of the fiscal year, the mayor shall publish an annual written report

concerning the activities of all agencies of the city. A copy of such report shall be filed in the office of the city clerk.

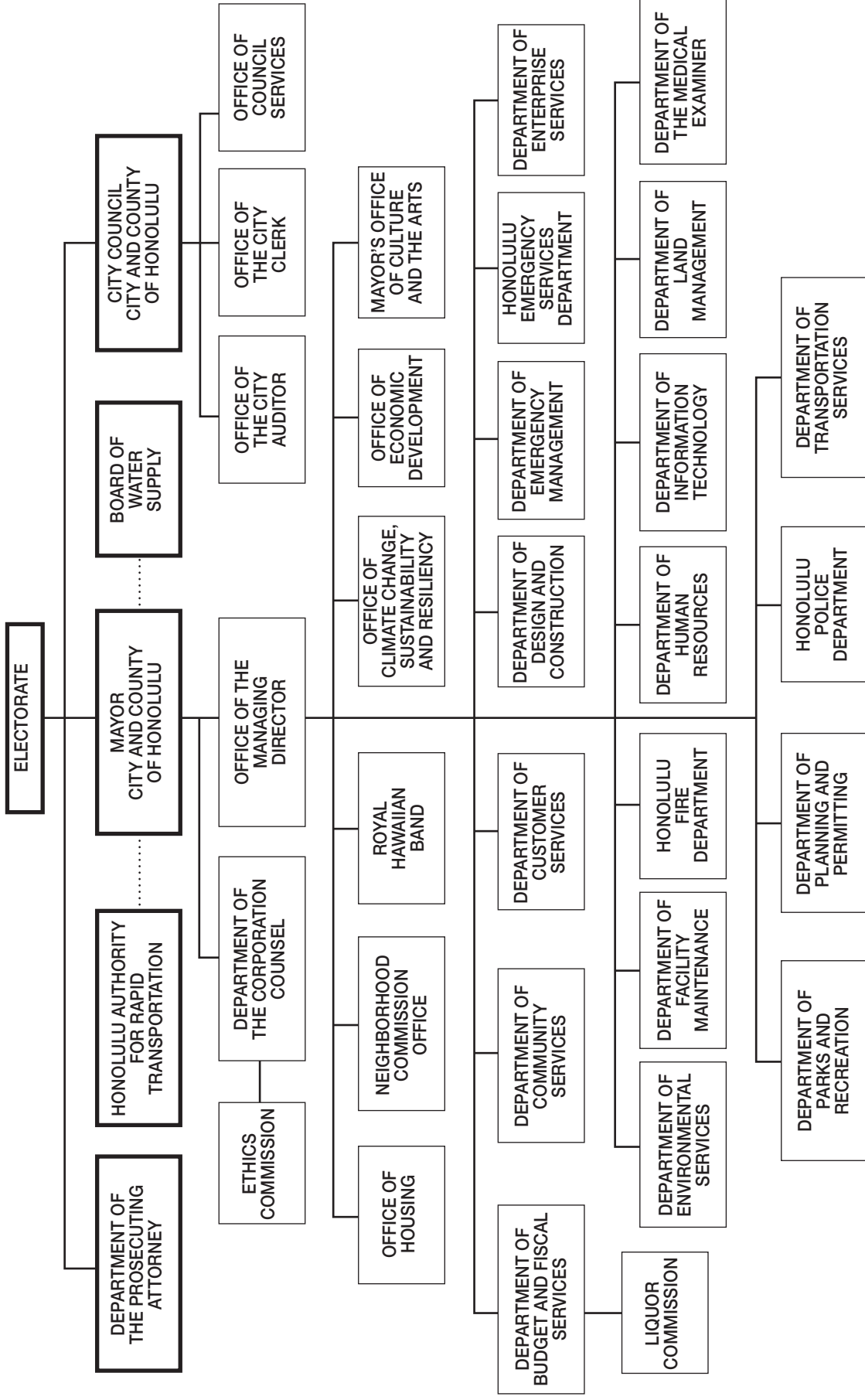
3. For the purpose of informing the public on the activities of the city during a fiscal year, the mayor may use radio and television media, in addition to the publication of the annual written report.

Cover image: "Hōkū Pa'a (Immovable Star)" by S. Kazu Kauinana, 2020, Joint Traffic Management Center.

Photo: Sean Son, Department of Customer Services.

CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART

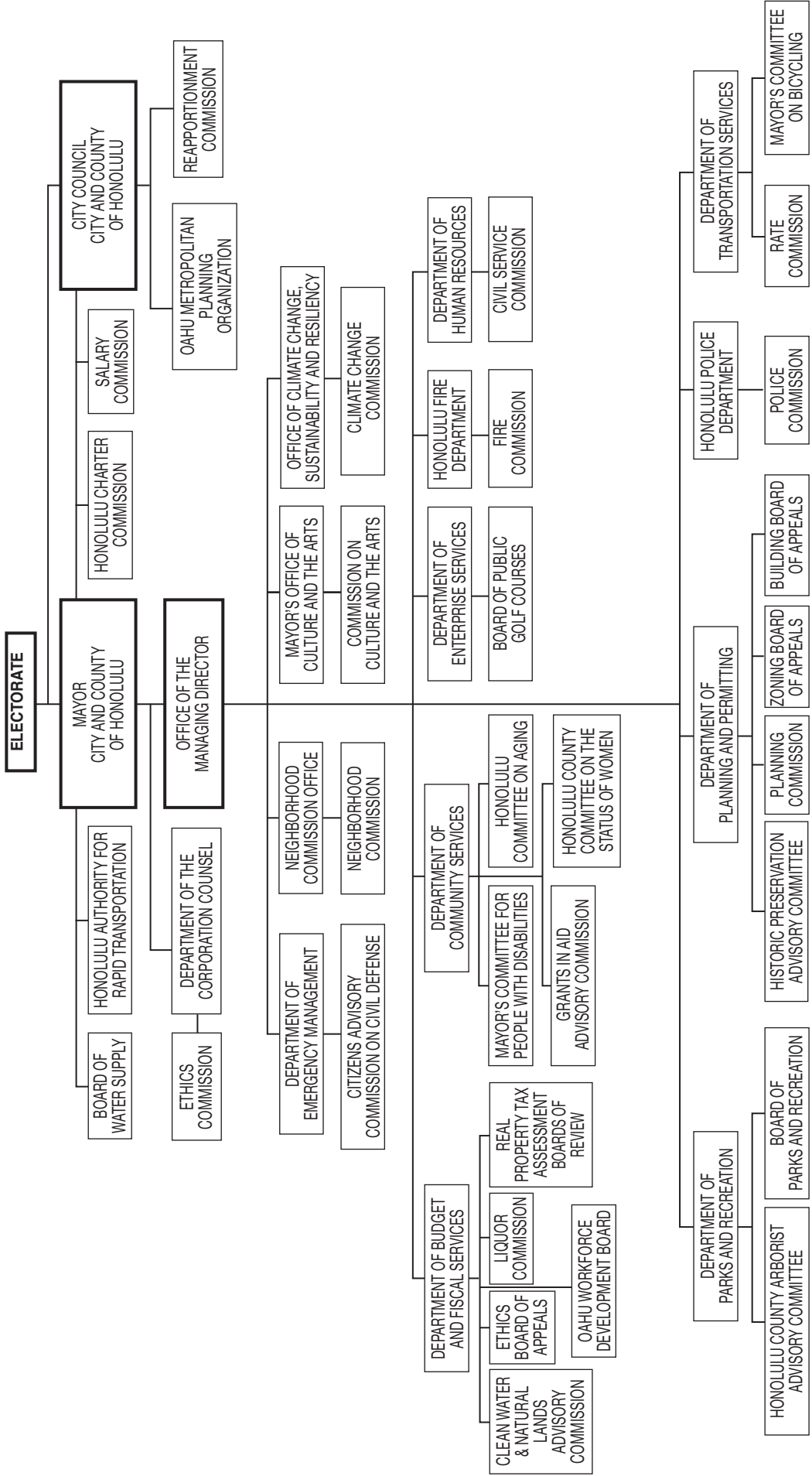
FISCAL YEAR 2020



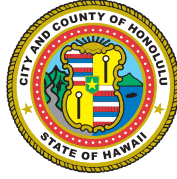
CITY AND COUNTY OF HONOLULU

CHART OF BOARDS, COMMISSIONS AND COMMITTEES

FISCAL YEAR 2020



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Message from Mayor KIRK CALDWELL

I am pleased to present the city's Department and Agency Reports for Fiscal Year 2020. The information contained in this publication highlights the accomplishments and activities of the executive branch, semi-autonomous agencies, and legislative branch for the year that began July 1, 2019, and ended on June 30, 2020. The report describes each department and presents the projects and programs for improving and maintaining facilities, infrastructure and services for the general welfare and safety of residents.

City departments and agencies performed a crucial role in responding to the coronavirus pandemic, which upended local government processes and everyday lives in the last four months of the fiscal year. We worked jointly with federal and state government officials to address the challenges that emerged during the pandemic. From my perspective, it was not only about our coordinated community response, it was also important to account for how lessons learned will apply over the long term to impact government adaptability, citizen engagement, and service delivery.

Our operational adjustments and lessons learned, as documented in each agency's section of this report, prove at the very least that the future of government requires flexibility in people, process, policy, and systems.

The city's efforts balanced the need to provide essential services with protecting the health and safety of residents and our employees through, for example, the physical closure of Honolulu Hale and our satellite city halls. Just because our doors were locked did not mean work could stop. The crisis revealed that local government can operate outside its offices and that city services need to be accessible and functional from everywhere. The pandemic provided us with a unique opportunity to develop smarter delivery of government services. We recognized obstacles and created solutions to serve customers during the lockdown. With the rate of infections slowing, we began to reopen offices and facilities with prudent measures to keep employees and the public safe.

It remains a very difficult time for the people of the City and County of Honolulu. Within months, the COVID-19 pandemic changed the way we live, created double-digit unemployment, suspended the travel and hospitality industries, and left us with an imminent budget deficit. As this report went to print, our community continued to deal with these challenges.

The generous spirit of our people was not lost to the coronavirus, it became even stronger. People came together as a community and stepped up to help others in many ways. They made sacrifices and took actions that were not a regular part of their lives. I thank our residents for embracing the stay-at-home order and taking personal responsibility to help curb the spread of the coronavirus.

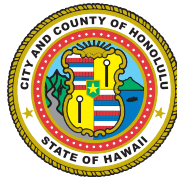
December 2020 marks the end of my second term as mayor of the City and County of Honolulu. Looking back, we saw extreme demand that overwhelmed services. In response, we focused and improved city facilities, infrastructure as well as services. Our success is largely due to the dedication of our managers and hard-working employees. I am confident that the next administration will attend to ongoing projects, and I am hopeful that, in the near future, we can all return to our normal standard of living and quality of life.



A handwritten signature in black ink, appearing to read "Kirk Caldwell".

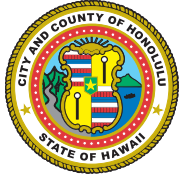
Kirk Caldwell, Mayor
City and County of Honolulu

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EXECUTIVE OFFICE

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OFFICE OF THE MAYOR

Kirk Caldwell, Mayor
Roy K. Amemiya Jr., Managing Director
Georgette T. Deemer, Deputy Managing Director

POWERS, DUTIES AND FUNCTIONS

The executive power of the city is vested in and exercised by the Mayor, the city's Chief Executive Officer. The Mayor provides the coordination of all administrative activities, sees that these are conducted honestly, efficiently and lawfully, and enforces the provisions of the Revised Charter of the City and County of Honolulu, the ordinances of the county, and all applicable laws.

The Department of the Corporation Counsel reports directly to the Mayor. All other executive departments and agencies, except the elected Prosecuting Attorney, the semi-autonomous Board of Water Supply, and Honolulu Authority for Rapid Transportation (HART), are organized and supervised by, and report directly to, the Managing Director as the principal administrative aide to the Mayor.

Within the Office of the Mayor are specially designated offices for Climate Change, Sustainability and Resiliency, Culture and the Arts, Economic Development, Housing, the Neighborhood Commission, and the Royal Hawaiian Band.

GOALS

On Jan. 2, 2013, Kirk Caldwell was officially inaugurated and installed as the 14th Mayor of the City and County of Honolulu. From the beginning, Mayor Caldwell focused on improving the city's infrastructure and outlined five priorities that would be the focus of his administration. After assuming office, the mayor added his sixth and seventh priorities, reducing and addressing homelessness while improving affordable housing, and climate resilience. The seven priorities are as follows:

- 1) Restoring bus service (TheBus);
- 2) Repaving roads;
- 3) Improving our sewer system with infrastructure repair and maintenance;
- 4) Caring for our parks;
- 5) Building rail better;
- 6) Addressing homelessness and affordable housing; and
- 7) Planning for climate resilience.

In approaching these priorities, the Mayor and his administration adopted guidelines for action. The Mayor stressed fiscal restraint, a focus on core services and infrastructure, investing in new technology and personnel, transparency in operation, and the importance of quality customer service.

Following Mayor Caldwell's inauguration, the administration, for the first time in the city's history, adopted a zero-based budget for departments funded primarily through General Funds and Highway Funds. To achieve a more right-sized government, the administration deactivated positions based on vacancies, attrition, and

a five-year history of hiring patterns. The mayor's budget priorities and all departmental budgets were prepared based on the fiscal mantra of "spending to make a difference."

ACCOMPLISHMENTS

- Completed the \$53.6 million Joint Traffic Management Center on Alapai Street, housing, under one roof, the personnel tasked with receiving emergency response calls, monitoring traffic, disasters, and other related duties;
- Converted approximately 53,000 street lights to LED technology, reducing energy consumption by close to 60 percent and saving about \$5 million per year;
- Completed the \$1.3 million Ala Moana Regional Park LED retrofit;
- Initiated construction of "Halewiliiko Highlands," a 140-unit affordable rental housing complex for seniors located on the former Aiea Sugar Mill site; and
- Conducted the \$1.8 million Kuliouou Channel emergency repair.

Restoring Bus Service

- Responded to the coronavirus pandemic early on and became a model for transit response throughout the country;
- Established the HOLO card system on buses, which included transitioning existing reduced fare pass holders, retail, and institution sales to HOLO and produced a full-functioning call center;
- Hired and trained 126 new bus operators in the midst of the COVID-19 pandemic to ensure continued essential services;
- Increased TheHandi-Van fleet to 205 vehicles, hired and trained 33 new paratransit operators, and improved on-time performance to TheHandi-Van consumers; and
- Began designing and constructing an on-property infrastructure to support electrification of transit, with one charger installed and 27 more chargers planned.

Repaving Roads

- Repaved 2,116 lane miles of dilapidated roadway since taking office, exceeding the goal to repave 1,500 lane miles; and
- Rehabilitated local streets in the Waimea and Waialua Beach areas at a cost of nearly \$6 million.

Improving Our Sewer System, Infrastructure Repair, and Maintenance

- Completed 11 major Wastewater Consent Decree sewer projects by the June 30, 2020 deadline;
- Met the Consent Decree obligation of inspecting at least 95 percent of grease removal devices;
- Surveyed the four major wastewater treatment plants, Sand Island, Kailua Regional, Honouliuli, and Waianae, for pharmaceuticals and personal care products;
- Converted bulky item refuse collection to an appointment-based system;
- Enhanced the cleanliness of the Chinatown area by transitioning to a refuse cart collection system; and
- Met a Solid Waste Consent Decree requirement to install a substantial photovoltaic array at the Honolulu Program of Waste Energy Recovery (H-POWER.)

Caring for Our Parks

- The Kakou for Parks Initiative began in Fiscal Year 2015 to revitalize public facilities, in FY 2020, 12 play apparatus have been refurbished, 14 comfort stations have been renovated, 76 play courts have been resurfaced, and 27 pickleball courts have been lined;
- Earned Level III Accreditation at the Honolulu Botanical Gardens by ArbNet, the world-renowned global initiative to officially recognize arboreta, for its outstanding garden development, professionalism, and conservation efforts;
- Secured, for future generations, 41 acres of public land in Kakaako Makai, including Kakaako Makai Gateway Park, Kakaako Mauka Gateway Park, Kakaako Waterfront Park, Kewalo Basin Park, the adjoining parking lots, Ohe Street, Olomehani Street, Ahui Street, three comfort stations, and other public facilities;
- Launched the Na Paka ma ka Hale (Parks at Home) Series and the new Parks and Recreation Online System (PROS), helping to adapt to the unique circumstances created by the global pandemic by allowing recreation staff to provide free video tutorials to the public on the city's Department of Parks Recreation's (DPR) social media platforms and allowed users to register for DPR's activities and classes and will continue to assist with future permitting needs of the public; and
- Opened off-leash dog parks at Kalo Place Mini Park and Mother Waldron Neighborhood Park, and held a groundbreaking ceremony for what will be the city's eighth off-leash dog park at the Patsy T. Mink Central Oahu Regional Park.

Building Rail Better

- Established, in response to the COVID-19 pandemic, safety protocols and procedures, both within the HART office and in the field, requiring construction crews to comply with current state and federal guidelines and office workers to work remotely;
- Adopted Hawaiian names, to honor significant sites in Hawaiian culture, for the 12 rail stations between Pearl

Harbor (Makalapa) and Ala Moana Center (Kalia), as proposed by HART's Hawaiian Station Naming Working Group;

- Continued the rail project, establishing the Rail Operations Center, completing 10 miles of guideway in the West Oahu Farrington Highway and Kamehameha Highway Guideway, substantially completing the three stations in the West Oahu Station Group, completing 90% of the remaining six stations in the Kamehameha Highway and Farrington Highway Station Groups, and completing 50% of the Airport Guideway and Stations; and
- Obtained Federal Transit Administration approval of HART's Recovery Plan in September 2019, further clearing the way for the release of the remaining \$744 million under the city's Full Funding Grant Agreement with the federal government.

Addressing Homelessness and Affordable Housing

- Initiated outreach that contributed to the continued decrease in the number of homeless family individuals and homeless veterans, helping over 100 formerly homeless family individuals and 28 formerly homeless veterans;
- Participated as a member of the Oahu 2020 City Census Complete Count Committee, supporting census outreach to vulnerable communities and increasing awareness in the community about the importance of participating in the 2020 census;
- Led the city's efforts to implement Resilience Action 1: Reduce Empty Homes and Increase Affordable Housing Funding;
- Supported several new interventions addressing unsheltered homelessness, including the Homeless Outreach and Navigation for Unsheltered Persons (HONU) program, the COVID-19 specific Provisional Outdoor Screening and Triage (POST) facility, the Landlord Engagement Program, the Outreach Navigation Program, and the Temporary Quarantine and Isolation Center; and
- Designed and distributed various resources to support and communicate the city's efforts around homelessness and housing.

Planning for Climate Resilience

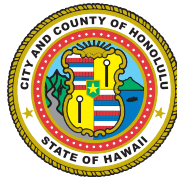
- Collected more than 77,000 temperature and humidity measurements across Oahu, creating an Oahu Community Heat Map, to help the city better understand how urban heat varies across neighborhoods and how local landscapes affect temperatures;
- After the unanimous passage of Resolution 19-283 on November 12, 2019, assisted the city's Department of the Corporation Counsel in the research, drafting, and preparation of fossil fuel litigation, filed March 9, 2020, City and County of Honolulu v. Sunoco LP, et al., that takes action to recover damages and climate crisis-related costs from fossil fuel companies that profited from oil sales in Hawaii and failed to disclose the dangers of their products; and

- Launched two, multimillion dollar, Energy Performance Service Contracts, covering all of the city's parks, office buildings, fire stations, police stations, and parking lots in conjunction with the Department of Parks and Recreation, Department of Design and Construction, and Department of Budget and Fiscal Services, to align with the city's economic, sustainability, and climate resilience objectives, using the expertise, capital, and local workforce of two energy service companies to perform citywide investment-grade energy audits and install energy conservation measures such as LED lighting, solar photovoltaic systems, and electric vehicle charging infrastructure across the city's entire facilities portfolio, saving taxpayer dollars, reducing greenhouse gas emissions, and creating high-paying green jobs in response to the COVID-19 and climate crises while helping to transform the city's operations and infrastructure;

COVID-19 Response

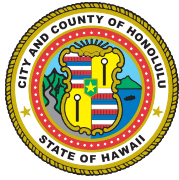
- Issued an Emergency Proclamation on March 4, 2020, days prior to the City and County of Honolulu's first recorded COVID-19 case in Hawaii;
- Issued the Mayor's first stay-at-home/work-from-home order on March 22, 2020, helping to reduce, by the end of April 2020, the total number of new COVID-19 cases to fewer than five per day;
- Authorized \$50 million to a Small Business Relief and Recovery Fund, which distributes the money in the form of reimbursement grants;
- Appropriated \$25 million for Hardship Relief for Individuals, which distributes reimbursements, of up to \$1,000 per month, for eligible household expenses, and up to \$500 a month, for childcare expenses;
- Reassigned select staff to the city's Emergency Operations Center, in March 2020, as part of the city's COVID-19 pandemic response;
- Created and staffed the COVID-19 Call Center and COVID-19 Email Response Team; and
- Built and updated the OneOahu.org information hub, facilitated COVID-19 response contracts, including wastewater testing, the University of Hawaii John A. Burns School of Medicine testing lab and location management initiatives, and helped research and design a COVID-19 economic recovery strategy.

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OTHER EXECUTIVE OFFICES

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CITY BOARDS, COMMISSIONS AND COMMITTEES

City boards, commissions and committees are advisory in nature and were established to provide government agencies with citizen participation. Members of these bodies are appointed by the Mayor and confirmed by the City Council, except where otherwise noted. Members do not receive salaries or other forms of compensation.

BOARD OF PARKS AND RECREATION

Nine members, five-year staggered terms.

The Board of Parks and Recreation advises the Mayor, City Council, and the Director of the Department of Parks and Recreation on matters relating to recreational, cultural, and entertainment activities and facilities of the City and County of Honolulu.

BOARD OF PUBLIC GOLF COURSES

Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Board of Public Golf Courses is vested with the responsibility of advising the Mayor, the City Council, and the Director of the Department of Enterprise Services on matters related to the services provided by public golf courses under the city's jurisdiction.

BOARD OF WATER SUPPLY

Seven members, five-year staggered terms, includes two ex-officio members: The Director of the city Department of Facility Maintenance and the Director of the state Department of Transportation.

The Board of Water Supply (BWS) sets policies and prescribes regulations for the management, control and operation of the municipal water systems on Oahu and the properties of these systems, and fixes and adjusts rates and charges for water services. The board also appoints the BWS Manager and Chief Engineer.

BUILDING BOARD OF APPEALS

Nine members, five-year staggered terms.

The Building Board of Appeals hears and determines appeals regarding decisions of officials of the Department of Planning and Permitting in the administration of building, electrical, plumbing, housing and fire codes. The board also hears and determines requests for code variances.

CITIZENS ADVISORY COMMISSION ON CIVIL DEFENSE

Five members, five-year staggered terms.

The Citizens Advisory Commission on Civil Defense advises the Mayor, the City Council, and the Director of

the Department of Emergency Management on matters pertaining to disaster emergency planning and operations, and promotes community participation, understanding and interest in civil defense and disaster emergency preparation.

CIVIL SERVICE COMMISSION

Five members, five-year staggered terms.

The Civil Service Commission monitors the principles of the merit system in public employment and advises the Mayor and the Director of the Department of Human Resources on matters concerning personnel administration and improvement of personnel standards. It also hears appeals and prescribes civil service rules and regulations.

CLEAN WATER AND NATURAL LANDS ADVISORY COMMISSION

Seven members, five-year staggered terms.

The Clean Water and Natural Lands Advisory Commission reviews and makes recommendations to the City Council on whether to fund proposals submitted to, and qualified by, the Department of Budget and Fiscal Services to protect or preserve lands and ecosystems, preserve historic or culturally important land areas, and increase public access to public land and open space.

CLIMATE CHANGE COMMISSION

Five members, five-year staggered terms.

The Climate Change Commission meets at least biannually to assemble the latest climate change research and assess how climate change is affecting Oahu. The commission also advises the Mayor, City Council, city executive departments, and the city's Chief Resilience Officer and Executive Director of the Office of Climate Change, Sustainability and Resiliency.

COMMISSION ON CULTURE AND THE ARTS

Eleven members, five-year staggered terms.

The Commission on Culture and the Arts, which is administratively attached to the Mayor's Office of Culture and the Arts, assists the city with the preservation of the artistic and cultural heritages of all people residing in Honolulu. In accordance with the "Art in City Buildings Ordinance," the commission recommends artwork acquisitions and acceptance of works of art offered as gifts to the city. Recommendations are made in the area of community aesthetics to the executive and legislative branches of the city after reviewing all planned and existing city buildings, grounds and facilities.

ETHICS COMMISSION

Seven members, five-year staggered terms.

The Ethics Commission determines whether there have been any violations of the standards of conduct provisions of the Honolulu City Charter or ordinances by any officer or employee of the City and County of Honolulu. It recommends disciplinary action through advisory opinions to the appointing authority. The Ethics Commission is administratively attached to the Department of the Corporation Counsel.

ETHICS BOARD OF APPEALS

Five members, five-year staggered terms.

Individuals who have been aggrieved by a civil fine imposed by the Ethics Commission can appeal to the Ethics Board of Appeals, which is administratively attached to the Department of Budget and Fiscal Services.

FIRE COMMISSION

Seven members, five-year staggered terms.

The Fire Commission appoints and conducts annual performance reviews of the Fire Chief, reviews rules and regulations for the administration of the Honolulu Fire Department (HFD), and evaluates, considers and investigates charges brought by the public against the conduct of the HFD or any of its members. The commission also reviews the annual budget prepared by the HFD and may make recommendations to the Mayor.

GRANTS IN AID ADVISORY COMMISSION

Seven members, five-year staggered terms.

The Grants in Aid Advisory Commission, which is administratively attached to the Department of Community Services, is charged with reviewing applications and making recommendations relating to the distribution of monies from the Grants in Aid fund to nonprofit organizations that provide services to economically and/or socially disadvantaged populations, or provide services for public benefit in the areas of the arts, culture, economic development or the environment.

HISTORIC PRESERVATION ADVISORY COMMITTEE

Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Historic Preservation Advisory Committee advises the Mayor and Director of the Department of Planning and Permitting on matters relating to the preservation of historic artifacts, sites, buildings and all other properties of historic significance to the people of the City and County of Honolulu.

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)

Fourteen members, five-year staggered terms: three members are appointed by the Mayor; three by the City Council; three ex-officio members are designated by the charter: the Director of the city Department

of Transportation Services, the Director of the state Department of Transportation, and the Director of the city Department of Planning and Permitting (non-voting); a 10th member is appointed by the eight voting members; and the board has four additional non-voting, ex-officio members, two who are appointed by the President of the State Senate and two who are appointed by the Speaker of the State House of Representatives, to terms as determined by each respective presiding officer.

The HART Board determines policy for the planning, construction, operation, maintenance and expansion of the fixed guideway system. The board appoints the executive director, approves and adopts the operating and capital budgets, and controls the rail transit funds.

HONOLULU CHARTER COMMISSION

Thirteen members: six members are appointed by the Mayor, six by the City Council; and the 13th member is appointed by the Mayor and confirmed by the City Council.

A Charter Commission is convened every 10 years to review and propose amendments to the existing Charter of the City and County of Honolulu. Proposed amendments are subject to approval by the voters of the city, and the Charter Commission is dissolved after amendments are proposed in final form.

HONOLULU COMMITTEE ON AGING

Number of members not limited; members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor, includes one elected official and one ex-officio liaison member from the state Policy and Advisory Board on Elderly Affairs.

The Honolulu Committee on Aging advises the Mayor and the Department of Community Services, Elderly Affairs Division, on issues and needs of the elderly. Subcommittees on Advocacy, Planning and Senior Recognition assist with policy and program development.

HONOLULU COUNTY ARBORIST ADVISORY COMMITTEE

Nine members, eight members are appointed by the Mayor, terms co-terminus with the Mayor, includes one ex-officio member, the Director of the Department of Planning and Permitting.

The Arborist Advisory Committee is established by state statute and is attached to the Department of Parks and Recreation. Members include representatives of landscape architecture, certified arborists and others involved in community beautification or ecological sciences. The committee researches and makes recommendations to the City Council and property owners on ways to protect, preserve and enhance exceptional trees.

HONOLULU COUNTY COMMITTEE ON THE STATUS OF WOMEN

Number of members not limited, members are appointed by the Mayor without City Council confirmation, four-year staggered terms which are co-terminus with the Mayor.

The Honolulu County Committee on the Status of Women, which is administratively attached to the Department of Community Services, advises the Mayor and the State Commission on the Status of Women on matters of concern to Oahu's women. Its duties include the public recognition of women's contributions, assessment of changes in women's status, and promotion of equality for both sexes.

LIQUOR COMMISSION

Five members, five-year staggered terms.

The Liquor Commission, which is administratively attached to the Department of Budget and Fiscal Services, issues liquor licenses, oversees the activities of licensees, and enforces state laws and commission regulations with respect to the licensing, regulation, sale or consumption of liquor by restaurants, liquor stores, bars and night clubs.

MAYOR'S ADVISORY COMMITTEE ON BICYCLING

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Mayor's Advisory Committee on Bicycling advises the Mayor and the Department of Transportation Services on the city's planned and existing bikeways, promotes safety and education programs for bicyclists, and seeks to improve communication and interaction between public and private agencies concerned with bicycling.

MAYOR'S COMMITTEE FOR PEOPLE WITH DISABILITIES

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Mayor's Committee for People with Disabilities, which is administratively attached to the Department of Community Services, makes recommendations on modifications to public facilities and generally advocates, promotes and advises on how the special needs of the disabled community can be better served and interwoven with those of the general community.

NEIGHBORHOOD COMMISSION

Nine members, five-year staggered terms: four members are appointed by the Mayor, four by the City Council; and the ninth member is appointed by the Mayor and confirmed by the City Council.

The Neighborhood Commission periodically reviews and evaluates the effectiveness of the Neighborhood Plan and the neighborhood boards. The commission also assists in the formation and the operation of neighborhood boards, upon request.

OAHU WORKFORCE DEVELOPMENT BOARD

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Oahu Workforce Development Board is administratively attached to the Department of Budget and Fiscal Services and works in partnership with the state of Hawaii to implement a federally funded program, the Workforce Innovation and Opportunity Act (WIOA) of 2014, which supersedes the Workforce Investment Act (WIA) of 1998. WIOA specifies the functions of the board to include, but are not limited to, development of a local plan that aligns with the state plan, labor market analysis, convening workforce stakeholders, engaging employers, developing career pathways, as well as the selection and oversight of a vendor to operate American Job Center Hawaii.

PLANNING COMMISSION

Nine members, five-year staggered terms.

The Planning Commission advises the Mayor, City Council and the Director of the Department of Planning and Permitting (DPP) on matters relating to land use and development. The commission reviews, holds public hearings, and makes recommendations on revisions and amendments to the General Plan and the Development Plans. It also reviews and conducts hearings on zoning ordinances and amendments, as well as on state Special Use Permits. Additionally, the commission comments on rules and regulations that deal with zoning and land subdivision as prepared for the DPP Director.

POLICE COMMISSION

Seven members, five-year staggered terms.

The Police Commission appoints and conducts annual performance reviews of the Police Chief, reviews rules and regulations for the administration of the Honolulu Police Department (HPD), and evaluates, considers and investigates charges brought by the public against the conduct of HPD or any of its members. The commission also reviews the annual budget prepared by HPD and may make recommendations to the Mayor.

RATE COMMISSION

Seven members, five-year staggered terms: three members are appointed by the Mayor, three by the City Council; and the seventh member, who serves as the Chair, is appointed by the Mayor and confirmed by the City Council.

The Rate Commission reviews at least annually and recommends adjustment to the fares, fees, rates, tolls and other charges for the use of any and all modes of the multimodal municipal transportation system. The commission also submits an annual report to the Department of Transportation Services Director, the Mayor and City Council.

REAL PROPERTY TAX ASSESSMENT BOARDS OF REVIEW I, II AND III

Five members per board, five-year staggered terms.

Although attached to the Real Property Assessment Division of the Department of Budget and Fiscal Services for administrative and clerical assistance, the Boards of Review are independent bodies established to settle disputes between the taxpayer and the real property tax

assessor. While most cases settled by the boards involve differences of opinion over the assessed valuation of real property, the boards also decide issues involving the disallowance of exemptions by the assessor.

SALARY COMMISSION

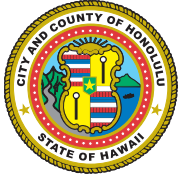
Seven members, five-year staggered term: three members are appointed by the Mayor, three by the City Council; and the seventh member is appointed by the Mayor and confirmed by the City Council.

The Salary Commission establishes the salaries of all elected city officials and certain appointed city officials in accordance with the principles of adequate compensation for work performed, and relative to preservation of a sensible relationship to the salaries of other city employees.

ZONING BOARD OF APPEALS

Five members, five-year staggered terms.

The Zoning Board of Appeals hears appeals regarding decisions of the Director of the Department of Planning and Permitting in the administration of zoning and subdivision ordinances and related rules and regulations. The board also hears requests for variances from the Land Use Ordinance.



NEIGHBORHOOD COMMISSION OFFICE

Shawn Hamamoto, Executive Secretary (July – September 2019)

James Skizewski, Acting Executive Secretary (October 2019 – February 2020)
Executive Secretary (February 2020 – present)

POWERS, DUTIES AND FUNCTIONS

The Neighborhood Commission Office (NCO) provides administrative and technical support services to the Neighborhood Commission, 33 neighborhood boards, and the city administration.

Neighborhood Boards

The 33 neighborhood boards consist of 423 volunteer board members serving as advisory groups to the Honolulu City Council; the city administration, departments and agencies, and other public officials of the state and federal governments. Oahu's neighborhood boards function as islandwide communication conduits, expanding and facilitating opportunities for community and government interaction. The Neighborhood Plan, developed by the Neighborhood Commission, serves as the legal framework for the neighborhood boards.

Neighborhood Commission

The Neighborhood Commission was established in 1973 after Honolulu voters approved an amendment to the Revised Charter of the City and County of Honolulu, now set forth as Article XIV. To fulfill its duties, the commission rules require a minimum of six meetings each year, including the review and evaluation of the activities, performance and operations of the neighborhood board system.

The eight members of the Neighborhood Commission for Fiscal Year 2020 were:

Tyler Dos Santos-Tam, Chair

Bryan Choe, Vice Chair

Kevin Rathbun, Second Vice Chair

Joby North III

Richard Oshiro

Claire J. Tamamoto

Steven J. Melendrez

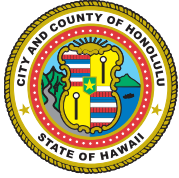
Jonathan Ching

The mission of the Neighborhood Commission is to increase and assure effective citizen participation in the decisions of government through the establishment of policy, providing oversight and evaluation, creation and expansion of various public outreach efforts and campaigns, as well as facilitating the efficient organization and operation of the neighborhood board system.

ACCOMPLISHMENTS

- Hosted the 2020 Neighborhood Board Installation Ceremony, which was open to the 454 board members and their family members, at the Neal S. Blaisdell Center and livestreamed the event on the Neighborhood Commission's Facebook page to increase the public's participation in the event;
- Began using Nextdoor, a social networking service, to disseminate pertinent neighborhood board information to the 75,388 residents within the City and County of Honolulu who are registered Nextdoor users;
- Used social media to highlight the actions taken by various neighborhood boards in an effort to keep the general community aware of the effectiveness of the neighborhood board;
- Enhanced cleaning processes to combat the spread of the coronavirus during Neighborhood Commission public meetings; new procedures include cleaning meeting facilities before and after meetings with disinfectants and bleach, disinfecting microphones and other objects handled by the board throughout their meetings, and observing COVID-19 social distancing guidelines;
- Utilized Cisco Webex and Zoom video conferencing for neighborhood board meetings to increase online accessibility, supplement public participation, and aid in the fight against the spread of COVID-19;
- The NCO actively volunteered at the City and County of Honolulu COVID-19 Call Center throughout the Mayor's Emergency Stay at Home/Work from Home orders;
- Assisted with driver directions, patient management, and administrative duties at city sponsored drive-through COVID-19 testing events;
- Approved, printed and released the newest edition of the Neighborhood Plan: December 2019 that includes essential amendments to the Neighborhood Board System governing document; and
- Conducted our Conference of Chairs for the first time through teleconference technology, providing training and instruction to 30 Neighborhood Board officers across Oahu.

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OFFICE OF CLIMATE CHANGE, SUSTAINABILITY AND RESILIENCY

Joshua W. Stanbro, Executive Director and Chief Resilience Officer

POWERS, DUTIES AND FUNCTIONS

The official responsibilities of the Office of Climate Change, Sustainability and Resiliency (CCSR) under Chapter 6-107 of the Revised Charter of the City and County of Honolulu are to: track climate change science and potential impacts on city facilities; coordinate actions and policies of city agencies to increase preparedness and develop resilient infrastructure in response to the effects of climate change; develop and coordinate city policies and programs that improve environmental performance; integrate sustainable and environmental values into city plans, programs and policies; and promote resilience of communities and coastal areas.

CCSR reports to the Mayor and City Council regarding overall performance in meeting sustainability targets and objectives, coordinates with federal and state agencies on climate and resilience issues on Oahu, and administratively supports the City Climate Change Commission to provide science-based solutions to climate change threats.

CCSR is leading resilience efforts to help Oahu prepare for, withstand, and bounce forward from the "shocks" of catastrophic events including hurricanes and floods, and "stresses" such as sea level rise and water shortages, which are growing issues in the 21st century.

Through the CCSR office, Honolulu collaborates with regional, national, and global efforts to build resilience and navigate climate change. The Rockefeller Foundation's 100 Resilient Cities network provided foundational assistance to kick-start the office and Honolulu is an active participant in the international network. CCSR also coordinates Honolulu's membership in the Climate Mayors national group, the 200-city Urban Sustainable Directors Network, and is part of American Cities Climate Challenge cohort of 25 U.S. cities. In addition, CCSR is the organizing body of the County Sustainability Coordinators Network, which spans the four counties of Hawaii, and CCSR also represents Honolulu in the Aloha+ Challenge Dashboard, a statewide initiative that tracks shared goals and metrics measuring Hawaii's progress toward achieving global Sustainable Development Goals.

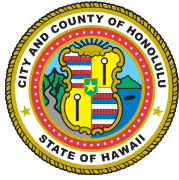
Fiscal Year 2020 represented the third year of existence of CCSR. CCSR now includes eight full time city-funded positions, four full-time contract positions provided through private grant funding, and supports 20 AmeriCorps VISTA members across nine different city agencies, all serving to build resilience in Oahu's communities.

ACCOMPLISHMENTS

- Collected more than 77,000 temperature and humidity measurements across Oahu, creating an Oahu Community Heat Map, to help the city better understand how urban heat varies across neighborhoods and how local landscapes affect temperatures;
- After the unanimous passage of Resolution 19-283 on November 12, 2019, assisted the city's Department of the Corporation Counsel in the research, drafting, and preparation of fossil fuel litigation, filed March 9, 2020, *City and County of Honolulu v. Sunoco LP, et al.*, that takes action to recover damages and climate crisis-related costs from fossil fuel companies that profited from oil sales in Hawaii and failed to disclose the dangers of their products;
- Launched two, multimillion dollar, Energy Performance Service Contracts, covering all of the city's parks, office buildings, fire stations, police stations, and parking lots in conjunction with the Department of Parks and Recreation, Department of Design and Construction, and Department of Budget and Fiscal Services, to align with the city's economic, sustainability, and climate resilience objectives, using the expertise, capital, and local workforce of two energy service companies to perform citywide investment-grade energy audits and install energy conservation measures such as LED lighting, solar photovoltaic systems, and electric vehicle charging infrastructure across the city's entire facilities portfolio, saving taxpayer dollars, reducing greenhouse gas emissions, and creating high-paying green jobs in response to the COVID-19 and climate crises while helping to transform the city's operations and infrastructure;
- With support from the Hawaii State Energy Office and input from stakeholders, CCSR assisted in the drafting of Bill 25, in all of its versions that appeared before the City Council; Bill 25 (Ordinance 20-10), adopted June 5, 2020, is Honolulu's first updated energy code since 2006, helping to propel Oahu toward our clean energy goals; Bill 25 requires new homes and buildings be more energy efficient and affordable for residents and businesses, and expands access for residents to electric vehicle charging and rooftop solar; CCSR began stakeholder engagement on the energy code update in January of 2019, long before Bill 25's introduction on May 6, 2019, and before the bill's introduction, CCSR met with 84 individuals in 37 meetings; following its introduction, between September and November 2019, CCSR held four large, public consultation meetings with stakeholders,

and since January 2019, CCSR engaged 135 stakeholders, including developers, unions, and renewable energy advocates; and

- CCSR staff redeployed to the city's Emergency Operations Center in March 2020 as part of the city's COVID-19 pandemic response, created and staffed the COVID-19 Call Center and COVID-19 Email Response Team, built and updated the OneOahu.org information hub, facilitated COVID-19 response contracts including wastewater testing, the University of Hawaii John A. Burns School of Medicine testing lab and location management initiatives, and helped research and design a COVID-19 economic recovery strategy.



MAYOR'S OFFICE OF CULTURE AND THE ARTS

Misty M. Kelai, Executive Director

POWERS, DUTIES AND FUNCTIONS

The Mayor's Office of Culture and the Arts (MOCA) was established in 1971 after the creation of the Commission on Culture and the Arts and the passage in 1967 of a "percent for art" ordinance that established the Art in City Buildings program.

MOCA is the liaison for the Commission on Culture and the Arts, and follows the same objectives: to assist the city in attaining national pre-eminence in culture and the arts; to assist the city in the preservation of the artistic and cultural heritage of all its people; to promote a community environment that provides equal and abundant opportunity for exposure to culture and the arts in all its forms; and to encourage and provide equal opportunity for the development of cultural and artistic talents of the people of Honolulu. To accomplish these objectives, MOCA manages the Art in City Buildings program, oversees art and cultural programming, and partners with organizations.

The Commission on Culture and the Arts determines the acquisitions funded by Art in City Buildings, determines the acceptability of works of art offered as gifts to the city, makes recommendations on the aesthetic standards of city facilities, and makes recommendations regarding the preservation, advancement and dissemination of culture and the arts to the citizenry of Honolulu. Members of the Commission for Fiscal Year 2020 were:

Fernando Pacheco, Chair (Multimedia)

Anthony Silva Jr., Vice Chair (At-large)

Ann Asakura (Crafts)

Gail Harada (Literature)

Vincent Hazen (Art)

Leighton Liu (Design)

Stephen Mechler (Urban Design)

Glenn Medeiros (Music)

Deborah Pope (Art)

Timothy Slaughter (Theater Arts)

Pamela Taylor Tongg (Dance)

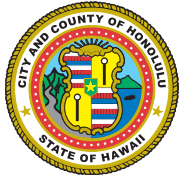
Art in City Buildings

As reported in the Art in City Buildings 2020 Annual Inventory, the Art in City Buildings collection holds 1,076 active works of art, two of which are loans. A collection database is accessible online through the agency's webpage on the city website.

ACCOMPLISHMENTS

- Managed the installation and held a virtual dedication of the commissioned work of art "Hökū Pa'a (Immovable Star)," a 2020 bronze sculpture by S. Kazu Kauinana, located at the Joint Traffic Management Center, for the Art in City Buildings collection;
- Held the second annual King Kamehameha III Lei Draping ceremony to commemorate the birthday and life achievements of King Kamehameha III (Kauikeaouli);
- Performed 50 conservation maintenance treatments on public art, and initiated major conservation treatments on six artworks including "Honolulu Hale Doors," three sets of 1929 bronze doors designed by Nicholas Usheroff, "Sky Gate," a painted steel sculpture by Isamu Noguchi, "Queen Kapi'olani" a 2001 bronze sculpture by Holly Young, "Prince Jonah Kūhiō Kalaniana'ole" a 2001 bronze sculpture by Sean Browne, and three 1978 large-scale paintings by Bruce Johnson;
- De-accessioned "Giraffe," a 1998 painted fiberglass sculpture by Jim de la Torre located at the Honolulu Zoo;
- Produced Kapolei City Lights in December 2019;
- Coordinated four events on the Frank F. Fasi Civic Center grounds that attracted approximately 24,000 attendees before closing the grounds in early 2020 due to necessary repairs and restrictions on large-scale events pertaining to the Mayor's coronavirus pandemic emergency proclamations;
- Completed renovations in Mission Memorial Auditorium including a new lighting system and audio processor, and updated the space to adhere to safety measures pertaining to the Mayor's emergency proclamations on COVID-19;
- Held 20 exhibits in the courtyard, Lane Gallery and third floor of Honolulu Hale, and seven exhibits at Kapolei Hale;
- Scheduled 224 hearings, meetings, and workshops in the Mission Memorial Building Hearing Room; and
- Managed 61 events in the Mission Memorial Auditorium attended by 10,075 people.

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OFFICE OF ECONOMIC DEVELOPMENT

Edwin P. Hawkins Jr., Executive Director

POWERS, DUTIES AND FUNCTIONS

The Mayor's Office of Economic Development (OED) works to provide a nurturing, business-friendly environment for businesses and community organizations; coordinates with city agencies and departments regarding the economic development impacts of their activities; and works with organizations, community groups and other government entities to stimulate economic development opportunities. OED works in partnership with Oahu's businesses, nonprofit groups and communities to support economic growth and enhance the quality of life for the residents of the City and County of Honolulu, focusing on areas where the city can build effective public-private partnerships to address needs and make a positive difference for Oahu's communities and businesses.

OED's activities are concentrated in five areas: Small Business Development and Community Revitalization, International Relations and Sister-City Program, Agriculture, Honolulu Film Office, and the Hawaii Tourism Authority Community Enrichment Program (HTA-CEP).

Small Business Development and Community Revitalization

OED supports economic growth for businesses and communities throughout Oahu's existing and emerging industries, including small business, tourism, diversified agriculture, entertainment, sports and technology. Small businesses are the backbone of Oahu's economy, and the focus of OED is to support and advocate for the success of Oahu's small businesses and work with small business organizations.

Community economic revitalization is about city-community partnerships and turning community ideas into practical and achievable solutions. The goal is to stimulate economic opportunities, strengthen the unique character of Oahu's diverse communities, and improve quality of life for our residents. OED works directly with businesses and communities to focus efforts on concrete actions and foster the partnerships that will implement these actions. OED provides the essential coordination and support needed to bring the community together by convening economic summits, sharing progress, and encouraging more businesses and individuals to get involved. OED is a member of several business improvement districts, including the Fort Street Business Improvement District and the Waikiki Improvement Association.

International Relations and Sister-City Program

International relations continue to play a vital role for the city by adding to the rich cultural, social and economic diversity that makes Honolulu unique. OED's outreach to international groups and organizations often results in

goodwill and benefits to the city through donations, both monetary and in-kind, from international benefactors.

Since 1959, Honolulu's Sister-City Program has grown to 33 established relationships with cities on six continents that share a direct historical, cultural or ethnic connection with the people of Honolulu. Sister-City programs have a major direct economic impact through increased tourism numbers and international visitor spending, business growth via foreign direct investments, additional sales, company expansions, local jobs generation, training programs and development of long-term student exchanges.

In addition, Sister-City relationships promote the exchange of ideas on improving city services, transportation network and methods, urban greening and energy efficiency, and health and elderly care. International business-to-business relationships promoted and developed through OED can generate benefits such as enhanced business contacts, gateways into new markets and product lines, marketing and mutual product promotion, joint research and ventures, and branching into new tourism niches such as educational tourism and ecotourism.

Agriculture

As the city's first point of contact regarding agricultural issues, the Agricultural Liaison enables the city to capitalize on agricultural funding opportunities provided by state and federal agencies, collaborate with the state on issues of mutual concern, work with city departments on changes that will benefit agriculture, and focus on a reasoned approach to the preservation and use of agricultural lands.

Honolulu Film Office

The goal of the Honolulu Film Office (HonFO) is to make Hawaii's film industry a vital, vibrant part of a diversified and sustainable economy. To this end, HonFO provides leadership in the areas of planning, development, facilitation, and marketing to and for media industries on Oahu. As the hub of production for the state of Hawaii, Honolulu's Film Office assists an average of 500 projects per year, ranging from large-scale feature films such as "Godzilla vs. Kong" and "Jurassic World: Fallen Kingdom," to small, minimal-impact still, video and new media shots. Oahu is typically responsible for 50 to 75 percent of the annual statewide expenditures, and was fortunate to be the home of two network television series, "Hawaii Five-0" and "Magnum P.I.," which provided stable industry jobs.

Hawaii Tourism Authority Community Enrichment Program

The Hawaii Tourism Authority (HTA) provides funding support to qualified programs that perpetuate Hawaiian culture, preserve natural resources and present community events. OED administers the contract between HTA and the

City and County of Honolulu, and evaluates various Oahu organizations under three community-based programs.

HTA-CEP supports community-oriented programs, festivals and special events promoting culture, education, health and wellness, nature, agriculture, sports, technology and “voluntourism” for the enjoyment of residents and visitors. Kukulu Ola (KO) supports programs that enhance, strengthen and help to perpetuate the Hawaiian culture by supporting cultural practitioners, craftsmen, musicians and artists. Aloha Aina (AA) supports programs that help preserve and enhance the quality of Hawaii’s treasured natural resources for the enjoyment of current and future generations to ensure that Hawaii’s resources are protected, respected and perpetuated.

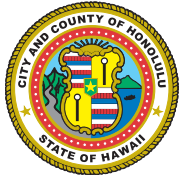
ACCOMPLISHMENTS

- Coordinated \$203,427 of city in-kind services in support of 24 community festivals, parades, nonprofit organizations, and other ethnic community groups while evaluating programs and events supported by Hawaii Tourism Authority funding; conducted 32 site visits and telephone interviews in support of the leisure and tourism industry, but due to the coronavirus pandemic, in mid-March HTA suspended all site visits and canceled or postponed all remaining CEP events, and reduced KO and AA projects by 50 percent;
- Strengthened Honolulu’s important sister city relationship with Hiroshima, Japan, by hosting the visit of Hiroshima Mayor Kazumi Matsui and organizing three events to mark the 60th anniversary of the important Honolulu-Hiroshima sister city relationship: the Reaffirmation of Friendship signing ceremony in the Honolulu City Council Chambers, a ceremonial tree planting at Foster Botanical Gardens, and a dinner reception on the grounds of the Japanese Consulate in Honolulu;
- Promoted important international relationships by preparing and assisting Mayor Kirk Caldwell in the visits of sister city and friendship city mayors from across the world, including Mayor Roque Verzosa Jr. of Tagudin, Philippines; Mayor Axel Claus of Coswig, Germany; Mayor Kazumi Matsui of Hiroshima, Japan; Mayor Shuji Korenaga of Usa City, Japan; Mayor Hideo Yoshida of Miura, Japan; Mayor Mashiro Hashimoto of Sakaimachi, Japan; Mayor Hajime Nakama of Kin Town, Okinawa; and Deputy Mayor Mitsuhiro Tamada of Uwajima, Japan; and by also staffing the visits to Honolulu of Consul General Choon-Goo Kim of South Korea, Consul General Zhang Ping of China, Consul General Hernando Torres-Fernandez of Peru, Consul General Kevin Burnett of New Zealand, and President Tsai Ing-wen of Taiwan;
- Assisted All Nippon Airways in planning, organizing, and promoting the Honolulu Music Festival, a new, annual keynote event that is destined to rival the Honolulu Marathon in attracting large international audiences to Oahu;
- Planned the Honolulu city delegation visit in October for the 75th anniversary of the liberation of Bruyeres,

France by the 442nd Regimental Combat Team, an American infantry unit of Japanese-American Nisei soldiers from Hawaii and California; the Honolulu delegation, led by Mayor Caldwell, participated in memorial ceremonies in Bruyeres, Biffontaine, which was also liberated by Nisei soldiers, and the Epinal American Cemetery where several Nisei soldiers from Hawaii are interred; the visit solidified Honolulu’s sister city relationship with the city of Bruyeres, and Mayor Caldwell’s visit to Bruyeres was the first by a Honolulu mayor since former Mayor Neil Blaisdell’s visit in 1961;

- Worked with local friendship and business associations to source masks and personal protection equipment from China as the coronavirus outbreak escalated; secured 68,000 N95 masks, 40,000 protective gowns, 19,000 face shields, 20,000 goggles, and 55,000 disposable masks for Honolulu’s first responders; OED also led efforts to facilitate the gifting of face masks and personal protective equipment to the City and County of Honolulu from the Taiwan Economic and Cultural Office, Fuzhou City, Qinhuaungdao City, Kin Town, and the Consulate General of the People’s Republic of China in Los Angeles;
- Organized 41 COVID-19 drive-through testing sites in conjunction with local medical groups, from March through the end of June, in support of the city’s efforts to slow the spread of COVID-19;
- Launched a nine-week “Farm to Car” program with the Hawaii Farm Bureau to promote online ordering and touchless pick up of locally produced fruits and vegetables in compliance with the Mayor’s COVID-19 emergency proclamation calling for social distancing; the project, which began in March, supported the struggling local farmers and helped to distribute fresh fruits and vegetables to the local population;
- Launched the Small Business Relief and Recovery Fund (SBRRF) program, in collaboration with four local credit unions, on May 18, 2020, using coronavirus relief bill funds to provide financial assistance in the form of grants up to \$10,000 each to Honolulu’s small businesses; the initial \$25 million in grants was later supplemented with an additional \$25 million, getting needed funds to small businesses impacted by the closures of businesses and related hardships caused by COVID-19; and
- Promoted and advanced the important film industry sector of the economy; during calendar year 2019, film industry direct spending in Hawaii was an estimated \$405 million and contributed to immediate economic impact of \$702 million; Oahu’s portion of the total is approximately \$202 to \$304 million in direct spending and \$350 to \$525 million in economic output¹; major projects generating this economic impact during FY 2020 were “Godzilla vs. Kong,” “Next Goal Wins” from Academy Award winning writer-director Taika Waititi, “Jumanji: The Next Level,” and 22 hours of high-end network television, 11 hours each for “Hawaii Five-0” and “Magnum P.I.”; the 16 percent decline in direct spending, from \$480 to \$405 million, is attributable to the statewide tax credit ceiling that took effect on January 1, 2019.

¹ 2019 State of Hawaii Date Book, Hawaii Department of Business, Economic Development and Tourism, Creative Industries Division, Film Industry Branch figures.



OFFICE OF HOUSING

Marc Alexander, Executive Director

POWERS, DUTIES AND FUNCTIONS

Working together with various City and County of Honolulu departments, the Office of Housing (HOU) establishes policy and coordinates programs for affordable housing, senior housing, special needs housing, and those experiencing homelessness. The office coordinates city efforts with state and federal agencies, as well as private and nonprofit organizations.

Mayor Kirk Caldwell's clear and principled vision – that the only permanent solution to homelessness in our community must incorporate both housing and an effective support system, and this can only be achieved when the city, state and service providers work closely together – has guided the city to a housing-focused approach to homelessness, as evidenced by the implementation of Housing First. This innovative program focuses on assisting the chronically homeless by removing the barrier of mandatory treatment-program enrollment and provides permanent supportive housing directly from streets and shelters. In addition, the Mayor has made affordable housing a centerpiece of his second term administration, committing to the construction of 800 affordable housing units annually during his second term.

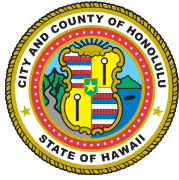
Recognizing both the special service of veterans to our community and the unfortunate distinction that veterans have of being over-represented in the homeless population, Mayor Caldwell joined the Mayors Challenge in 2015 with a commitment to ending veteran homelessness in the City and County of Honolulu. The Mayors Challenge is a network of 517 elected officials including 450 mayors, 62 county and city officials, and five governors who have made a commitment to ensure homelessness is rare, brief, and a one-time experience, beginning with veterans.

ACCOMPLISHMENTS

- Contributed to significant reductions in the January 2020 Oahu Homeless Point-in-Time Count were reported despite the change in methodology that allowed for the inclusion of 1,074 persons via observation only; the count indicated a 2 percent decrease in the unsheltered population, to 2,346 from 2,403 in 2019; an 8 percent reduction in the number of homeless family individuals, to 1,221 from 1,321 in 2019, and from 2015-2020 there has been a 48 percent decline, or 1,119 fewer persons, in homeless family individuals on Oahu; and an 8 percent decline in homeless children, to 732 from 794 in 2019, and while children make up 16 percent of the total homeless population on Oahu, from 2015-2020 there has been a 45 percent decrease, or 606 less children, in the number of homeless children;
- Contributed to a 7 percent decrease in the homeless veteran population in the City and County of Honolulu, to 356 from 384 in 2019; since 2015, the homeless veteran population has decreased by 24 percent, or 111 individuals, and in 2020, sheltered veterans made up a larger percentage (59 percent) of the veteran homeless population than unsheltered veterans (41 percent), which means we are persuading more veterans to leave the streets for help;
- Created a new YouTube channel to increase constructive community engagement on homelessness; a highlight of the channel is the three-part mini-documentary series, "Rock Bottom," which tells the story of homelessness through the voices of the community, including concerned residents, homeless persons, and those serving them; this project was spearheaded by the Office of Housing's AmeriCorps VISTA member and a Pookela Intern;
- Designed and distributed resources to support and communicate the city's efforts around homelessness and housing, including Addressing Homelessness Together, a summary of the city's strategy with programmatic examples; two editions of the Oahu Homeless Help Card; Addressing Homelessness in Light of COVID-19 (coronavirus pandemic); Kaaahi: The COVID-19 Temporary Quarantine and Isolation Center; POST, the Provisional Outdoor Screening and Triage Facility; and a new digital newsletter;
- Developed a Google map of Oahu homeless shelters, services, and affordable housing projects, including addresses and contact information, for persons looking for a service provider or organization in their area;
- Supported, as a member of the Oahu 2020 City Census Complete Count Committee, outreach to vulnerable communities including our homeless population, and the development of the Honolulu census logo, information brochure, and bus placard to increase awareness in our community about the importance of participating in the 2020 census;
- Supported new interventions addressing homelessness including the Homeless Outreach and Navigation for Unsheltered Persons program led by the Honolulu Police Department (HPD) and Department of Community Services (DCS), the COVID-19 specific Provisional Outdoor Screening and Triage facility led by HPD, the Landlord Engagement Program led by DCS, the Outreach Navigation Program led by DCS, and the Temporary Quarantine and Isolation Center, a joint project of the city and the state Department of Health;
- Supported and co-chaired the city's continuing efforts in data governance under the umbrella of What Works Cities initiative, including the city's data certification

project with Results for America, the Department of Customer Service performance management project with the Center for Government Excellence, and the Neighborhood Commission Office evaluation project with The Behavioural Insights Team (<https://www.bi.team/>), an international organization working in 31 countries that applies behavioral research and insights in order to inform public policy, practice, and delivery of results to the community;

- Supported the city's COVID-19 response including co-chairing the Homelessness Working Group and contributing to the city's COVID-19 strategy around homelessness and the use of federal funds; and
- Led the city's efforts to implement Resilience Action 1: Reduce Empty Homes and Increase Affordable Housing Funding, including securing the University of California, Los Angeles Luskin School of Public Affairs to publish the study, "Housing in Honolulu: Analyzing the Prospect of Taxing Empty Homes," by Adam Barsch, Erika Cervantes, Mary Daou, Dickran Jebejian, and Michael Rios, UCLA: 2020.



ROYAL HAWAIIAN BAND

Clarke L.K. Bright, Bandmaster

POWERS, DUTIES AND FUNCTIONS

The Royal Hawaiian Band (RHB) serves as the official band of the City and County of Honolulu. It has the distinction of being the only full-time municipal band in the nation, and the only band in the United States established by a royal kingdom. The band represents the City and County of Honolulu at public events and provides a wide variety of music for the educational and cultural needs of the community. Due to its cultural heritage, the band endeavors to maintain its observance of, and its participation in, all events that were established during the Hawaiian monarchy era.

RHB is made up of 40 full-time positions and functions as a concert band, parade band, and a glee club ensemble. The administrative and operational affairs of the band are handled by the bandmaster, assistant administrator, brass supervisor, woodwind supervisor, glee club supervisor, assistant conductor, drum major, head librarian, assistant librarian, field coordinator, and senior clerk typist. With the exception of the bandmaster and the senior clerk typist, all the positions listed are dual positions – they are musicians in the band and also perform their administrative and staff responsibilities.

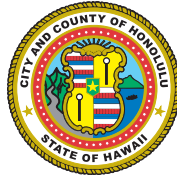
ACCOMPLISHMENTS

- Performed 216 band and glee club performances during Fiscal Year 2020, with the decrease in performances compared to previous years primarily due to the coronavirus pandemic that led to cancellation of all scheduled events from mid-March through the end of FY 2020;
- Reassigned RHB musicians in the early stage of the COVID-19 emergency to assist at the city's COVID-19 call center, created online musical video content, assisted in 11 city-supported mass food distribution events, and provided support for a Teamsters union food distribution event;
- Performed weekly concerts at Iolani Palace until performances were halted due to COVID-19, and the band also performed regularly at the Centerstage in Ala Moana Center, Kapiolani Regional Park Bandstand, Royal Hawaiian Hotel's Coconut Grove, Moana Surfrider Hotel, Windward Mall, Pearlridge Center, Waialua Bandstand in the Park, Town Center of Mililani, Ka Makani Alii, and the International Marketplace in Waikiki;
- Provided musical support with the full band as well as solo buglers performing taps at the funeral services and processions of fallen Honolulu Police Department

officers Tiffany Enriquez and Kaulike Kalama, and also provided a solo bugler at the funeral service of Sidney Quintal, former director of the city's Department of Enterprise Services; and supplied additional governmental musical support services for the 9/11 Remembrance Ceremony at Tamarind Park, Opening Ceremony of the Joint Management Traffic Center, Consular Corps Annual Installation Reception, Japan Consulate Annual Reception, and glee club performances at City Council meetings;

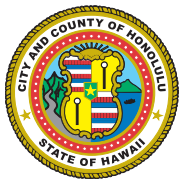
- Featured in Hawaiian cultural and monarchical events including: Queen Kapiolani's Onipaa and birthday celebration, Queen Liliuokalani Memorial Ceremony, the Aloha Festivals Hoolaulea, Day at Queen Emma Summer Palace, King Kalakaua Birthday Celebration and Royal Guard Review, King Kamehameha V Commemoration Program, Queen Kaahumanu Day Celebration, and the King Kamehameha III Statue Lei Draping celebration at Thomas Square;
- Showcased at many community events such as: Wahiawa District Park War Memorial Ceremony, Ala Wai Clubhouse dance event, Hawaii Bicycling League Honolulu Century Ride, Mahatma Gandhi Remembrance program, the Martin Luther King Jr. Remembrance program, Windward Community College Paliku Arts Festival, Susan G. Coleman Race For The Cure program, McCully Library Anniversary Celebration, Vietnamese New Year Festival, and the Moiliili Ohana Festival;
- Continued to enhance the quality of life for Honolulu's kupuna through musical performances at senior-centric venues and events such as Lunailo Home elderly care facility, Kailua District Swimming Pool Senior Program, The Care Center of Honolulu, Maunalani Nursing and Rehabilitation Center, Windward Senior Day Care Center, Hiolani Care Center at Kahala Nui retirement community, Waipahu Hongwanji Adult Day Care, West Loch Elderly Community Center, St. Timothy Episcopal Church Adult Day Care, Salvation Army Adult Day Care, Aiea Hongwanji Lotus Adult Day Care Center, Leahi Hospital Senior Care, Pohai Nani Senior Community, Palolo Chinese Home Senior Care, Malama Care Facility, Hale Ho Aloha, Senior Care, Hale Pulama Mau Senior Care, Hawaii Kai Senior Retirement Community, Puuwai O Makaha Senior Care, Lanakila Senior Care, Hale Kuie Pali Assisted Living, 15 Craigside Retirement Community, One Kalakaua Senior Living, Central Union Church Adult Day Care, Sakura House Adult Day Care, Liliha Healthcare Center, and the Department of Parks and Recreation Seniors Valentine Dance;

- Provided entertaining and educational concerts to keiki through school concerts and children-centered events and venues including Children and Youth Day at the Hawaii State Capitol, Princess Victoria Kaiulani Elementary School, Mayor Joseph J. Fern Elementary School, Aiea Hongwanji Preschool, Hahaione Elementary School, Hawaii Kai Church Early Learning Center, Hanalani Schools, Lincoln Elementary School, Central Christian School, Manoa Valley Church Preschool, Waialae Baptist Preschool, Sunset Beach Elementary School, Moanalua Middle School Band Camp, Prince David Kawanānakoā Middle School Band Camp, Our Lady of Good Counsel Preschool, St. Clement's Church Preschool, Ewa Elementary School, Maryknoll Grade School, Nuuanu Elementary School, and Kamiloiki Elementary School;
- Featured performances by RHB marching unit at community and holiday parades such as the Aloha Festivals Floral Parade, Wahiawa Lions Veterans Day Parade, Kalihi Christmas Parade, Hawaii Kai Christmas Parade, Kapolei City Lights West Oahu Electric Light Parade, Kaimuki Christmas Parade, Honolulu City Lights Public Workers' Electric Light Parade, Kaneohe Christmas Parade, Haleiwa Christmas Parade, and the Martin Luther King Jr. Day Parade; and
- Developed new avenues for presenting music to the public such as virtual ensembles and educational instrument demonstration videos while implementing new COVID-19 safety measures and protocols for live concerts to ensure the Royal Hawaiian Band continues to preserve and promote Hawaii's musical heritage as its living legacy.



DEPARTMENTS & AGENCIES

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BOARD OF WATER SUPPLY

Bryan P. Andaya, Chair; **Kapua Sproat**, Vice Chair; **Kay C. Matsui**, **Ray C. Soon**, **Max Sword**, and Ex-Officio Members: **Ross S. Sasamura**, **Jade T. Butay**, and Ex-Officio Members: **Ross S. Sasamura**, **Jade T. Butay**, **Ernest Y.W. Lau**, P.E., Manager and Chief Engineer
Ellen E. Kitamura, P.E., Deputy Manager and Chief Engineer

POWERS, DUTIES AND FUNCTIONS

The Board of Water Supply (BWS) manages Oahu's municipal water resources and distribution system, providing residents with a safe, dependable and affordable drinking water supply now and into the future. As the largest municipal water utility in the state of Hawaii, the BWS delivers potable and non-potable water to approximately 1 million customers on Oahu. The BWS carefully and proactively manages and invests in its intricate system, consisting of 94 active potable water sources, 172 reservoirs and nearly 2,100 miles of pipeline.

The BWS is a financially self-sufficient, semi-autonomous agency of the City and County of Honolulu. Its operations and projects are financed with revenues generated from water transmission and distribution fees. It receives no tax money from the city. The BWS also issues revenue bonds and pursues federal grants and State Revolving Fund loans to help subsidize BWS projects.

The BWS is governed by a board of directors (board), consisting of seven members. Five members are appointed by the Mayor and confirmed by the Honolulu City Council. The remaining two members serve in their capacities as the Director of the state Department of Transportation and the Director and Chief Engineer of the city's Department of Facility Maintenance. The board appoints the BWS Manager and Chief Engineer to administer the department.

Capital Projects Division

The Capital Projects Division ensures improvements to Oahu's municipal water system are designed and constructed in accordance with the BWS Water System Standards; formulates the annual Capital Improvement Program; implements the design and construction of new source, storage, treatment, transmission and distribution facilities; and is responsible for the replacement and upgrade of aging water mains and waterworks facilities.

Customer Care Division

The Customer Care Division interfaces with BWS customers to provide services in the areas of bill payments, delinquent bills, account inquiries, water service investigations, review of building permit applications, new water services, and investigation of water leaks and possible causes for high water bills.

Field Operations Division

The Field Operations Division maintains and repairs Oahu's water delivery system, which includes all pipelines, valves, fire hydrants, water meters and automatic meter reading components. This division also maintains the BWS's corporation yards, reservoirs, and control buildings, and conducts landscaping work at all BWS facilities.

Finance Division

The Finance Division ensures financial resources are efficiently and effectively managed by providing support for all BWS fiscal functions, including financial reporting, general accounting, payroll, accounts payable, planning and analysis, fixed assets, treasury, debt and investment management, meter reading and customer billing.

Information Technology Division

The Information Technology Division plans, designs, implements, maintains and supports BWS information technology (IT) and geographic information system (GIS) applications, the water system hydraulic models, and the BWS IT infrastructure, which includes physical and virtual data centers, servers, personal computers, mobile computing, wired and wireless network communications, telephone systems, the call center system, cyber security and video surveillance systems.

Land Division

The Land Division acquires real property and interests therein, in the name of the city for BWS use through purchase, condemnation, lease, easement and executive land order; recommends to the council the disposal of surplus real property; and manages real property and real property interests that are under the control of the BWS.

Water Quality Division

The Water Quality Division is responsible for all matters relating to the administration and compliance of Oahu's water system with all drinking water and environmental laws, rules, and regulations, and protecting water quality from contamination entering the potable water system through backflow prevention and the identification and elimination of cross-connections.

Water Resources Division

The Water Resources Division directs long-range water resource and capital planning for Oahu's water system, and ensures the health of Oahu's water resources, conserves freshwater supplies, and plans for the expansion of water system infrastructure to ensure an adequate water supply for domestic use and fire protection for current and future water users.

Water System Operations Division

The Water System Operations Division monitors, maintains, repairs and operates the BWS's diverse water systems, including well and booster stations, control valves and the various water treatment facilities. This division also inventories, maintains and repairs the BWS fleet of motor vehicles, construction equipment and trailers.

Office of the Manager and Chief Engineer

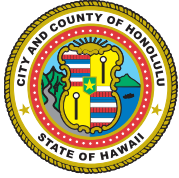
The Office of the Manager and Chief Engineer administers the affairs of the BWS in accordance with policies and regulations adopted by the board and the provisions of the Revised Charter of the City and County of Honolulu; provides comprehensive strategic communication services and support to all divisions, including internal communications and external communications with key stakeholder groups such as customers, community/advocacy groups, neighborhood boards, media and elected officials; oversees the development and execution of the operating budget, capital improvement program and departmental revenues; administers and provides procurement services; administers and manages human resource classification, recruitment and examination, and labor relations; develops and implements plans and policies to improve security for BWS employees, water resources and distribution system; and develops and executes risk management and emergency preparedness and response in coordination with other city, state and federal agencies.

ACCOMPLISHMENTS

- Issued \$59 million of municipal bonds in March 2020 to finance capital improvement projects and \$47.5 million to refinance older bonds at a lower interest rate, resulting in savings of \$5.3 million in interest payments, and received \$15 million in State Revolving Fund loans;
- Replaced 39,265 automated meter reading transponder units as part of a \$5 million initiative to change out 80,000 units in order to improve automated drive-by meter reads and improve billing process efficiency;
- Awarded \$87 million in construction contracts and \$17 million in professional service contracts for projects to maintain and improve water system facilities, including well and booster stations, reservoirs and corporation yards, and for the systematic replacement of aging and corroded water mains and fire protection improvements;
- Scheduled construction work for the replacement of 7 miles of pipelines in the Haleiwa, Kahaluu, Kamehameha Heights, Makakilo, Pauoa, Waikele, Waimanalo, and Waipio areas;
- Initiated design work for future construction of 15 miles of water main replacements in Ala Moana, Ewa Beach, Hauula, Hawaii Kai, Kaneohe, Kapolei, Kuliouou, Manoa, Moanalua, Waialae Iki, and Waipahu;
- Awarded design and construction contracts for renovations and improvements of the following BWS facilities: Aiea Wells, Halawa 418 Reservoir, Haleiwa Wells, Hoaeae Wells, Honouliuli Well II, Iolekaa Wells, Kaahumanu Wells, Kaluanui Wells, Kapolei 215 Reservoir No. 1, Koko Head 170 Reservoir, Kuliouou Well, Kunia Wells II, Maakua

Well, Makaha Wells, Manoa Wells II, Mauna Olu 530 Reservoir, Mililani 994 Booster Station, Mililani Wells I, Mililani Wells II, Mililani Wells IV, Moanalua and Quarry Tunnels, Newtown Wells, Pearl City 285 Reservoir No. 1, Punaluu Wells III, Wahiawa Wells I, Waialae West Well, Waiau Wells, Waipahu Wells I, and Waipahu Wells III;

- Conducted 42,259 chemical tests, 35,094 microbiological tests, and collected 21,656 samples from BWS sources, distribution systems and treatment facilities to ensure all water served is safe to drink; tests performed during Fiscal Year 2020 include regulatory compliance testing, groundwater quality testing, and response to customer inquiries about water quality;
- Issued \$295,449 in rebates and achieved an estimated freshwater savings of more than 28 million gallons per year through the BWS water conservation rebate program for efficient clothes washing machines, rain barrels, and weather-based irrigation controllers;
- Completed the Haiku Stairs final environmental impact statement with options for eliminating BWS liability on a non-mission critical asset; the comprehensive evaluation shared a preferred legal access route process, and more than 3,700 testimonies were submitted for the May 2020 public hearing, where the BWS board of directors approved the transfer of Haiku Stairs and underlying parcel to the city Department of Parks and Recreation;
- Mitigated effects of the coronavirus pandemic by implementing infection prevention measures and workplace controls; establishing procedures and guidelines for identifying sick employees, visitors, and customers; and completing the design and construction of safety improvements for BWS employees and visitors who conduct business at the BWS Public Service Building Customer Care Lobby.



DEPARTMENT OF BUDGET AND FISCAL SERVICES

Nelson H. Koyanagi Jr., Director
Manuel T. Valbuena, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The responsibilities of the Department of Budget and Fiscal Services (BFS) include: revenue collection from taxes and fees; centralized citywide purchasing; managing the city's cash, investments and debt in a prudent manner; disbursement control to support city agencies in delivering successful projects and programs; long-range financial planning and budgeting; maintaining the city's financial records in accordance with standards; and overseeing equipment inventories to ensure assets are properly accounted for and safeguarded.

Additionally, BFS provides administrative support in the form of oversight for the Liquor Commission and the Oahu Workforce Development Board; two pension funds for current and former employees of the Board of Water Supply (BWS) and the City and County of Honolulu; and five boards and commissions.

The mission of BFS is to deliver adequate resources to city agencies to ensure successful programs and projects in a fiscally prudent and responsible manner, and to protect and enhance the city's excellent bond rating.

Accounting and Fiscal Services Division

The Accounting and Fiscal Services Division provides financial services to departments and agencies; reviews the manner in which public funds are received and expended; ensures that funds expended from operating and capital budgets are approved in accordance with budget ordinances; prepares centralized payroll; liquidates claims; and prepares financial statements and reports on city operations.

Budgetary Administration Division

As required by the Revised Charter of the City and County of Honolulu and under the direction of the Mayor, the BFS Director prepares the operating and capital program and budget together with the necessary budget ordinances, amendments or supplements.

The Budgetary Administration Division administers the city's operating budget, which includes the preparation and submittal of the annual executive program and budget to the City Council, as well as analysis and administration of the budgetary management programs of the 24 executive agencies of the City and County of Honolulu.

Fiscal Capital Improvement Program (CIP) Administration Division

The Fiscal CIP Administration Division administers the management and analysis relating to: the city's six-year CIP program; citywide revenue; central accounts; long-range financial planning programs; U.S. Department of Housing and Urban Development's Community Development Block Grant; HOME Investment Partnerships; Emergency Solutions

Grant; and Housing Opportunities for Persons with AIDS programs.

Internal Control Division

The Internal Control Division is a leader in building public trust in city government by promoting cost-effective internal controls to safeguard city assets. The division performs professional and objective examinations and evaluations of the city's financial activities. Seven staff members audit, review and monitor the controls and processes for safeguarding city assets and recording financial transactions, and recommend practical changes and cost-effective improvements. Division personnel include certified public accountants and certified government financial managers.

Purchasing Division

The Purchasing Division is responsible for procuring materials, supplies, equipment, services, construction, consultants, professional services, and management of city-owned property.

The Procurement and Specifications Branch is divided into five sections that support assigned departments by establishing standards and specifications, developing solicitation documents, and providing technical assistance to agencies to assure quality purchases at reasonable prices.

The Property Management and Disposal Branch maintains inventory of all city personal and real property and effects the exchange, disposal, sale and transfer of surplus equipment. Additionally, the branch manages city-owned parks properties, advises on other city-owned real property, including disposals, rentals, leases, easements, and concessions, manages the city housing relocation functions, supports the sponsorship of city assets program, and provides administrative support to the Clean Water and Natural Lands Commission.

Real Property Assessment Division

Chapter 8, Revised Ordinances of Honolulu, relating to the assessment of real property for tax purposes, provides for the Real Property Assessment Division to administer the provisions thereof. It ensures real property assessment values are fair and equitable, based on market value, and in accordance with applicable standards and laws.

The division's mission is to annually provide the City Council with a certified assessment roll. The City Council uses this roll to set the tax rates for 10 general land classes and generate property tax revenues for the city.

Risk Management

Risk Management is responsible for the overall risk financing plan and support services for the city's departments, agencies, staff and business partners,

excluding BWS, Honolulu Authority for Rapid Transportation (HART) and Oahu Transit Services.

Treasury Division

The Treasury Division is responsible for the city's cash management, debt administration and certain accounts receivable. It maintains the city's treasury, deposits monies and invests funds as authorized by law.

Additionally, the division administers the receivables for real property taxes, refuse disposal and collection fees, special assessments, automotive fuel and maintenance fees, engineering inspector overtime and permit fees, wastewater engineering inspection charges, sewer lateral charges, recovery of road and sidewalk repair, recovery of costs for damaged traffic property, concession agreements and lease rents.

Liquor Commission

The Liquor Commission is administratively attached to BFS and has the sole jurisdiction, power, authority and discretion to grant, refuse, suspend, and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. The commission also hears and adjudicates violations of Liquor Laws and Rules committed by liquor licensees and non-licensees.

Oahu Workforce Development Board

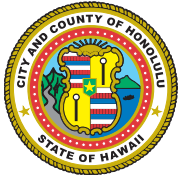
The Oahu Workforce Development Board (OWDB) is federally mandated and federally funded under the Workforce Innovation and Opportunity Act (WIOA) of 2014 to oversee county-level implementation of WIOA at the American Job Center Hawaii, formerly Oahu WorkLinks, located at Dillingham Shopping Plaza.

OWDB is administratively attached to BFS, but receives guidance and monitoring from the state of Hawaii Department of Labor and Industrial Relations, Workforce Development Council.

ACCOMPLISHMENTS

- Successfully upgraded the city's financial, budgeting and payroll software from version 3.10 to version 3.11; the city was in the midst of user acceptance testing when the coronavirus pandemic hit and as a result of the stay at home order, the upgrade was completed entirely with remote access;
- Received the Distinguished Budget Presentation Award for the FY 2020 Budget from the Government Finance Officers Association of the United States and Canada;
- Received, reviewed, evaluated, analyzed and finalized the city's Fiscal Year 2021 executive operating program and \$2.91 billion budget, an increase of 2.8 percent or \$80 million more than the previous fiscal year appropriation; proposed amendments to the FY 2021 Executive Operating Budget to address projected changes in revenues and expenditures due to the COVID-19 pandemic, and achieved savings due to a delay in the rail transit system opening, utilizing COVID-19 related federal funds, and significantly reducing funds in the provisional accounts;

- Coordinated and facilitated the implementation of the FY 2020 budget that provided for the operations, repair and maintenance, and capital improvements of citywide facilities that included deactivated position cuts of \$21.6 million;
- Proposed an FY 2021 CIP budget of \$1.27 billion that focuses on core services, including refuse and waste-to-energy H-POWER projects, Consent Decree-related sewer projects, bridges, roads, park improvements and special recreation facilities;
- Successfully procured all departmental contracts in priority areas, including city park revitalization, road repaving and sewer system infrastructure repair, and maintenance and improvement, and coordinated COVID-19 related procurement under the federal coronavirus relief bill;
- Assessed 305,590 tax parcels for Assessment Year 2020, including 138,842 condominium units and 366,009 buildings, and allowed 168,947 exemptions as of Oct. 1, 2019;
- Treasury's real property tax offices collected more than \$1.4 billion, compared with \$1.2 billion in the prior year; and canceled the Real Property Tax Foreclosure scheduled for May 2020 due to COVID-19;
- Issued \$548,945,000 in general obligation bonds in August 2019; issued \$469,910,000 in wastewater system revenue bonds in November 2019; issued \$295,225,000 in general obligation bonds for HART in March 2020; and maintained the city's bond ratings of AA+/Aa1;
- The Liquor Commission produced a new "Don't Drown Your Future" public service announcement for the 2019 holiday season, a campaign to prevent underage drinking and remind teenagers that you don't have to drink to have a good time, especially when celebrating and creating lasting memories at family gatherings.



DEPARTMENT OF COMMUNITY SERVICES

Pamela A. Witty-Oakland, Director
Rebecca J.I. Soon, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Community Services develops and administers projects, programs and plans of action for human resources, human services and housing programs; develops and administers projects, programs and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; administers grants awarded from the Grants in Aid Fund and Affordable Housing Fund; and implements federal and state-aided human resources, human services, housing, urban renewal and community development programs.

The department consists of five divisions: Community Assistance, Community Based Development, Elderly Affairs, WorkHawaii, and the Office of Grants Management. Administrative support is provided through the department's Administrative Services Section.

In addition, the following committees are attached administratively to the department: Mayor's Committee for People with Disabilities, Honolulu Committee on Aging, Honolulu County Committee on the Status of Women, and the Grants in Aid Advisory Commission.

Community Assistance Division

The Community Assistance Division provides rental assistance to eligible low-income families participating under the federally funded Section 8 programs, which consist of Housing Choice Voucher Program, Family Self-Sufficiency Program and Homeownership Option Program; decent, safe and sanitary housing for low- and moderate-income households through the Rehabilitation Loan Program that provides interest-free loans to homeowners to repair their homes to meet housing standards; and the Down Payment Loan Program that provides interest-free loans to low- and moderate-income families to help them achieve homeownership.

Community Based Development Division

The Community Based Development Division works in partnership with nonprofit agencies, private for-profit enterprises and other government agencies to fund affordable and special needs housing, shelter, and supportive services for people in need. Federal and city funds are awarded for acquisition and rehabilitation of existing affordable housing, construction of new affordable housing developments, and leasing of city-owned special needs housing projects. The activities are funded from the Affordable Housing Fund, Community Development Block Grant, HOME Investment Partnerships, Housing Opportunities for Persons with AIDS, and Housing Trust Fund programs. Federal support from the Emergency Solutions Grants program provides financial support to

shelter operations and social services to rapidly rehouse persons and families experiencing homelessness, and to prevent homelessness. The division administers city general funds to support homeless initiatives, including rental assistance and case management for chronically homeless persons, housing navigation from shelter to permanent housing, hygiene services and outreach to persons experiencing homelessness.

Elderly Affairs Division

The Elderly Affairs Division is the designated Area Agency on Aging in Honolulu and serves as the Aging and Disability Resource Center. Its objective is to develop a comprehensive and coordinated system of services to assist older persons in leading independent, meaningful and dignified lives in their own homes and communities for as long as possible. The division serves as the leader on aging-related issues on behalf of older persons and is responsible for the following countywide functions: advocacy, planning, coordination, interagency linkages, information sharing, brokering, monitoring and evaluation.

WorkHawaii Division

The WorkHawaii Division's mission is to develop a quality workforce for Honolulu's businesses, and empower adults and youth to develop the necessary work skills that align with the current and future needs of employers.

The division is the lead agency of the American Job Center Hawaii and provides a broad range of workforce development and related services that address the needs of job seekers and workers, especially individuals with multiple barriers to employment. Businesses are active partners in addressing the challenges of talent and skill shortages to ensure that workforce development efforts meet the employer-identified needs. WorkHawaii also provides services to keep young people from further involvement in the justice system, assists communities with addressing substance abuse among young people, and arranges housing and other related assistance for individuals and families experiencing homelessness.

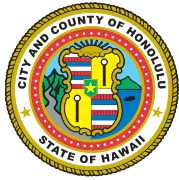
Office of Grants Management

The Office of Grants Management administers the city's Grants in Aid program for the purpose of developing, implementing and supporting nonprofit projects, services and programs that address community needs consistent with the city's established priorities to address at-risk populations, including: services to economically and/or socially disadvantaged populations; services for public benefit in the areas of the arts, culture, economic development and environment; social services for the poor, aged and youth; health services, including for those with physical or developmental disabilities; educational,

manpower or training services; and services to meet a definitive cultural, social or economic need within the city.

ACCOMPLISHMENTS

- In response to the coronavirus pandemic, TEAM WorkHawaii launched outreach services to assist the unemployed, early-release detainees, individuals, and families experiencing homelessness to navigate workforce resources to prevent prolonged unemployment, secure housing and prevent homelessness, while the Department of Community Services immediately mobilized programs to address housing, social services, food insecurity, workforce development, and homelessness; created financial assistance for rent, mortgage payments, utilities, and childcare expenses through the Household Hardship Relief Fund for families impacted by COVID-19; initiated a partnership with Hawaii Community Foundation to support service provider efforts to address the negative social impacts created by the emotional stress of unemployment and uncertainty imposed by the pandemic, including domestic violence and substance abuse; and established the Expanded Meal Services program to address food insecurity and support social distancing of older adults by providing daily home-delivered meals to 1,200 older adults residing in senior affordable rental housing properties;
- The Housing Choice Voucher Program served 3,755 families; registered 1,420 landlords and converted 1,265 landlords or their agents to electronic funds transfer to reduce costs and streamline payments; served 165 veterans with Veteran Affairs Supportive Housing vouchers; and served 47 aged-out foster youth with Family Unification Program vouchers; 16 of the 47 youth have enrolled in the Family Self-Sufficiency Program; the Family Self-Sufficiency Program enrolled 100 families and graduated three families who received \$16,837 in escrow savings; and offices remained open during the COVID-19 shutdown with protective measures for staff and public to ensure continued housing assistance for vulnerable families;
- The Down Payment Loan Program processed five loans providing \$200,000 to new homebuyers, and the Rehabilitation Loan Program processed one loan for \$315,000;
- Increased the Special Needs Housing portfolio with new properties in Makiki and Hauula adding 25 single-room-occupancy units to serve persons previously experiencing homelessness; the portfolio offers 53 properties for extremely low-income households, and group homes for domestic violence victims, runaway or troubled youth, teen moms and their children, and persons with mental or developmental disabilities;
- Supported projects with the Affordable Housing Fund and U.S. Department of Housing and Urban Development funds that created or improved 177 affordable rental housing units for households earning 60 percent of the area median income or experiencing homelessness;
- The Homeless Initiative Unit, through partnerships with service providers, funded 375 Housing First permanent supportive housing units with case management for chronically homeless households; provided outreach and navigation to healthcare and case management for 48 individuals experiencing severe mental illness and homelessness; sheltered 356 homeless individuals at the Hale Mauiola Navigation Center; assisted 120 homeless individuals with housing assistance; and at Punawai Rest Stop, delivered 70,948 hygienic, laundry and case management services, and provided referrals for 92 housing units, 35 employment opportunities, and 10 substance abuse treatments for persons experiencing homelessness; and WorkHawaii developed the social services component of the Homeless Outreach and Navigation for Unsheltered Persons, and within 120 days, the team navigated 654 youth and adults experiencing homelessness to shelters or permanent supportive housing, but due to the COVID-19 emergency, the program was suspended;
- Senior Helpline logged 19,908 contacts that resulted in senior citizens receiving services to allow them to age within their homes and communities; the contacts included 9,018 incoming calls, 8,121 outgoing calls, 1,748 home visits, 258 fax referrals, 719 emails, and 44 other contacts; and the Kupuna Caregiver Program logged 886 calls for financial support to assist working caregivers to remain in the workforce, and conducted 170 assessments, resulting in 91 people being authorized to receive adult day care services;
- The Office of Grants Management administered 141 nonprofit grants that funded the unmet needs of the community; contracted 89 new grants totaling \$9.2 million funded by the Grants in Aid fund; provided administrative support to the Commission on the Status of Women that published the first-ever strategic plan of the commission; and subdivided the Royal Kunia childcare center parcel in anticipation of issuing a site development Request For Proposals;
- The American Job Center Hawaii provided 13,096 units of services to qualified individuals that prepared them for employment, college, advanced occupational training, or attainment of a diploma or a diploma equivalent; provided information and services to 1,235 employers to help address their workforce development needs; provided housing subsidies, intensive case management, and financial literacy training to 86 working families experiencing homelessness; and housed 19 kupuna, living on fixed incomes and requiring follow-up medical care/services, helping them to avoid experiencing homelessness; and provided housing subsidies and intensive case management for 20 kupuna, who were previously residing in conditions of chronic homelessness;
- The Youth Center, Substance Abuse Prevention Services educated 1,475 individuals on strategies to prevent disabling effects related to alcohol and other drug use with the goal of reducing underage drinking and substance abuse through promotion of health-enhancing choices.



DEPARTMENT OF THE CORPORATION COUNSEL

Donna Y.L. Leong, Corporation Counsel
Paul S. Aoki, Acting Corporation Counsel
Amy R. Kondo, Acting First Deputy Corporation Counsel

POWERS, DUTIES AND FUNCTIONS

The Department of the Corporation Counsel (COR) serves as the chief legal adviser and legal representative of all city agencies, the City Council, and all officers and employees of the city in matters relating to their official powers and duties. The department represents the city in all legal proceedings and performs all other legal services required by the Revised Charter of the City and County of Honolulu and other laws. Under the charter, the Ethics Commission is attached to COR for administrative purposes only.

Counseling and Drafting Division

The Counseling and Drafting Division (C&D) comprises four sections: Finance, Infrastructure and Community Services, Real Estate and Land Use, and Personnel and Public Safety.

C&D provides legal advice to the Mayor, city departments and agencies, City Council and its committees, and city boards and commissions. In this advisory capacity, C&D renders oral and written opinions; drafts and reviews bills and resolutions for submission to, or being considered by, the City Council or state legislature; advances and presents testimony on the city's position on legal issues presented in state legislation; reviews and approves as to form and legality legal documents to which the city is a signatory; attends meetings of the City Council, council committees, and city boards and commissions; and provides legal representation on behalf of the city in state and city administrative proceedings and selected court proceedings, such as real property tax appeals, eminent domain proceedings, quiet title proceedings, partitions of land court property, administrative appeals, foreclosures, bankruptcy actions, interpleader actions for the return of seized property, certain specialized litigation and other matters as may be assigned.

Litigation Division

The Litigation Division (LIT) provides certain legal representation of the city and its officers and employees acting within the course and scope of their official duties in state and federal courts in the state of Hawaii, including trial and appellate courts. LIT processes and, if necessary, litigates certain claims by or against the city and such officers and employees, including tort, contract, civil rights, employment and collection claims. LIT also prosecutes liquor law violations before the Liquor Commission.

Honolulu Ethics Commission

The mission of the Ethics Commission is to ensure that all employees, elected officials and appointed officers demonstrate the highest standards of ethical conduct so that the public may have trust and confidence in the integrity of government. The commission's main focus is

to deter conflicts of interest and the misuse of government resources or positions by city personnel. The commission implements its objectives through a balance of training programs, advisory opinions, enforcement actions and legislation.

The seven commission members are appointed by the Mayor and confirmed by the City Council. Commissioners serve staggered five-year terms.

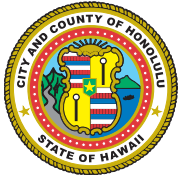
ACCOMPLISHMENTS

- Assisted the Department of Transportation Services with numerous contractor delays during the construction of the Joint Traffic Management Center (JTMC), a \$53.6 million construction project originally scheduled to be completed in June 2017, by developing strategies to overcome further delay, and coordinating and facilitating realistic completion projections with the contractor and its sureties; the city was able to take beneficial occupancy of the JTMC on January 9, 2020;
- Advised the Department of Budget and Fiscal Services (BFS) in reviewing and evaluating requests from city departments and agencies to determine eligibility for the purchase of goods and services using federal coronavirus relief funds, and assisted BFS with drafting agreements for programs to be funded with coronavirus aid such as the Small Business Relief and Recovery Fund and the Household Hardship Relief Program, including agreements with the University of Hawaii and community healthcare centers;
- Settled and resolved two contested case hearings filed in 2014 on behalf of the Department of Environmental Services (ENV) appealing National Pollutant Discharge Elimination System permits for the Kailua Regional Wastewater Treatment Plant and the Honouliuli Wastewater Treatment Plant;
- Represented ENV before the Land Use Commission to secure a Special Use Permit for the Waimanalo Gulch Sanitary Landfill;
- Assisted with developing and implementing programs that provide financial support to businesses, individuals, and families in dealing with the economic impacts of COVID-19, and assisted with programs to provide shelter and services to homeless individuals and families to advance public health requirements and recommendations;

- Provided legal advice for a multibillion dollar contract for the design, construction, and financing procurement of the City Center segment of the rail project and the Pearl Highlands parking structure, transit center and ramp; and for the operation and maintenance of the entire rail alignment, from Kapolei to Ala Moana, for a 30-year term;
- Conducted real property transactions, including acquisitions and leases, and financing transactions involving various sources of public and private funds for low- and moderate-income affordable housing projects, including homeless individuals and families, seniors and special needs populations;
- Hosted the first Ethics in Hawaii conference at Kapalama Hale for all Hawaii ethics boards; the Hawaii State Ethics Commission, Honolulu Ethics Commission, and Hawaii, Kauai, and Maui County Boards of Ethics and their staff met for a full day of training, discussion and networking on ethics topics such as conflicts of interest, financial disclosure and enforcement, and operational issues, including staffing, process and procedures;
- Ushered through legislation to implement the strategic plan and enhance commission independence and flexibility; included five new positions in the FY 2021 budget that were identified as necessary in the commission's strategic plan to fulfill the city's ethics and lobbyist program responsibilities; additionally, the Honolulu City Council passed two charter amendment resolutions promoting commission budget independence and staffing flexibility, and the resolutions will be on the November 2020 general election ballot for voters to decide.

ETHICS COMMISSION	FY 2017	FY 2018	FY 2019	FY 2020
Contacts Reviewed (requests for advice, concerns, misc. inquiries)	268	613	481	536
Contacts Answered (requests for advice, concerns, misc. inquiries)	182	601	458	527
Ethics Concerns Reviewed	86	58	108	90
Employees Trained	809	9,686	843	6,654
Board, Commission Members Trained	0	176	0	0
Disclosures Reviewed (financial, conflict of interest, outside interest, candidate, nomination, other)	774	841	878	811
Ethics Commission Meetings	14	11	8	8
Informal*/Formal Advisory Opinions Issued	3	1	109 / 5	195 / 1
Lobbyist Registrations, Annual Reports, Terminations Reviewed	268	323	378	419

* Staff responses to requests for legal advice



DEPARTMENT OF CUSTOMER SERVICES

Sheri T. Kajiwara, Director
Randy M. Leong, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Customer Services (CSD) consists of three divisions: Motor Vehicle, Licensing and Permits (MVLN); Satellite City Hall (SCH); and Public Communications. In addition to administering all of Oahu's motor vehicle registration and titling, driver licensing and State ID programs, the department also processes payments and sales for numerous city services, issues business licenses, provides printing services, manages and archives city records, helps coordinate various city events and communicates public information.

The department also administers the city's vehicle towing contracts, and manages the Private Transportation Company program, as well as the animal care and control contracts, including animal pound services, the affordable spay and neuter certificate program, and some feral animal matters.

Motor Vehicle, Licensing and Permits Division

The MVLN Division works collaboratively with the SCH Division in registering motor vehicles, trailers, bicycles, mopeds and animals. MVLN also issues driver and business licenses, and civil identification cards (State ID); administers the abandoned and derelict vehicle programs; administers and enforces the motor vehicle inspection program; administers the reconstructed vehicle program; manages the Private Transportation Company program; implements and administers the general newsstand and Waikiki Special District publication dispensing rack programs; administers the disabled parking placard and identification card program for the City and County of Honolulu; and implements the Motor Vehicle Safety Responsibility Act.

Satellite City Hall Division

The SCH offices primarily process motor vehicle registration and titling transactions, moped registration, and offer an array of other services to the public, such as collecting water bill and real property tax payments; selling monthly bus passes and spay/neuter low-cost certificates; and issuing permits for disabled parking, picnics, and loading zones. The offices also issue voter registration and certification forms, and provide information about various city and county programs.

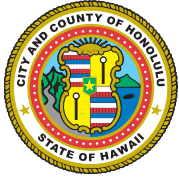
Public Communications Division

The Public Communications Division oversees departmental operations related to the communication and coordination of information about city programs, services, policies and accomplishments to residents, employees and all other stakeholders, including the media and city vendors. The division provides onsite and in-house print, layout, and graphic design services; maintains the city's extensive collection of traditional and electronic publications; and manages the long-term storage of city records.

ACCOMPLISHMENTS

- Adopted appointment-only service for transactions that require an in-office visit, allowing the department to better manage the flow of people coming to offices and accommodate social distancing and sanitation recommendations stemming from the coronavirus pandemic;
- Established procedures to protect the health and safety of customers and employees, requiring them to wear a facial covering, adding new signs on floors by counters to pinpoint exactly what the 6-foot space required for social distancing looks like, and installing sneeze guards to prevent the spread of COVID-19;
- Adjusted operations to offer smart options for minimizing COVID-19 risks posed by in-person transactions, encouraging customers to take advantage of dozens of services offered online, by mail and off-site;
- Deployed DMV Now kiosk inside Foodland Super Market at Waipio Shopping Center in central Oahu as part of ongoing efforts to offer customers the convenience of accessing a basic government service like renewing a motor vehicle registration outside of normal city business hours;
- Modernized electronic payment system to accept credit and debit cards at nine satellite city hall locations, joining the driver licensing centers that accept Visa, MasterCard and Discover to pay for city services;
- Relocated the Downtown Satellite City Hall from Fort Street Mall to just around the corner inside the Chinatown Gateway Plaza, offering customers more comfort and convenience;
- Informed customers about the federal requirement to obtain a REAL ID-compliant driver license or state identification card, increasing overall education and awareness efforts with media interviews, brochures, social media content, videos and presentations to senior living homes, community meetings, neighborhood boards and civic group meetings;
- Developed state identification card for customers who are incapacitated or bedridden, making it easier for them to comply with federal requirements to obtain a valid form of identification;
- Managed more than 19,650 inquiries received via telephone, regular mail or email, online problem reports, the Honolulu 311 smartphone app, and in-person visits to the Public Information Center, resulting in at least 8,887 public inquiries being routed to city departments and agencies for review and response;
- Responded to more than 750 media inquiries and requests for proclamations, messages, certificates, and photographs.

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DEPARTMENT OF DESIGN AND CONSTRUCTION

Robert J. Kroning, P.E., Director (July – November 2019)

Mark Yonamine, P.E., Deputy Director (July – November 2019)

Director (November 2019 – present)

Haku Milles, P.E., Deputy Director (December 2019 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of Design and Construction (DDC) is the central agency responsible for the design and construction management of the city's Capital Improvement Program (CIP). DDC administers the development and implementation of capital improvements for city agencies working in conjunction with city operating departments. DDC projects include development of infrastructure and facilities for roads and drainage, parks, fire, police, emergency services, customer services, finance, and planning and permitting. Additionally, DDC performs land survey and land acquisition in support of city agencies.

DDC is efficiently organized to deliver services required to support city departments and agencies. Each division is structured to include the design and construction management services necessary to implement solutions to client needs.

Each division works with city agencies to identify and program long-term needs and create the annual CIP budget. As projects are budgeted, the design and construction divisions prepare the construction documentation needed to fulfill the client program requirements to bid and contract the facilities for construction.

Civil Division

The Civil Division designs and constructs CIP-funded projects related to infrastructure of facilities within public rights-of-way, including streets and highways, drainage and flood control systems, bridges and other public works structures. Responsibilities include engineering studies, alternative analyses, preparation of environmental documents, land acquisition requests, and permit application processing; preparation of Plans, Specifications and Estimates for construction; and administration of consultant and construction contracts. In addition, the Civil Division oversees the soil/materials testing laboratory.

Facilities Division

The Facilities Division implements CIP projects for other city agencies to upgrade or improve city recreational facilities; refurbish or build major municipal and civic buildings, police stations, fire stations, ambulance units and city corporation yards; build new park facilities, and rehabilitate and upgrade existing ones; maintain city facilities requiring renovations, alterations, relocations and emergency repair; and manage overall space planning, moving and relocation for all city agencies.

Mechanical/Electrical Division

The Mechanical/Electrical Division (MED) designs and manages construction of roadway lighting projects; electrical and mechanical upgrades to existing facilities, including lighting retrofits and air conditioning upgrades; and assists with the development of long-range planning of energy conservation projects by other city agencies and their respective facilities. In addition, MED manages, coordinates, and designs the mechanical and electrical improvement projects in the areas of plumbing, fire sprinklers, air conditioning, underground fuel storage tanks, energy conservation, photovoltaic systems, indoor electrical, lighting, fire alarm and public address systems.

Land Division

The Land Division provides land and engineering survey, title search, real property appraisal, negotiation, and document preparation services in connection with the acquisition of lands and easements required for city projects and activities. Acquisitions include various roadways, utility and access rights of way; sites for wastewater collection and treatment facilities; sites for solid waste collection, disposal and transfer activities; and sites required for public uses such as parks and playgrounds, golf courses, police and fire stations, and corporation and bus yards.

ACCOMPLISHMENTS

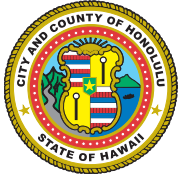
- Completed Kuliouou Channel emergency repair, between 6161 Pahukula Place and Kalanianaʻole Highway, to prevent potential further damage to the channel and abutting residential properties, at a cost of \$1.8 million;
- Substantially completed Rehabilitation of Streets, Unit 65A, concrete streets at various locations within Honolulu County at a cost of \$3.5 million;
- Substantially completed Rehabilitation of Localized Streets, Phase 14C, asphalt streets at various locations in the Maunalani Heights area at a cost of \$4.4 million;
- Completed repaving Ala Moana Regional Park roads at a cost of \$1.0 million;
- Completed construction of the Kaaawa Fire Station replacement radio tower at a cost of \$3.2 million;
- Completed construction of the new Spider Monkey Exhibit at the Honolulu Zoo at a cost of \$2.1 million;
- Completed renovations of the Royal Hawaiian Band office facility at a cost of \$1.0 million;

- Completed the installation of the new softball LED lighting system at Aiea District Park at a cost of \$1.8 million;

- Completed the replacement of the legacy outdoor light fixtures at Ala Moana Regional Park with LED light fixtures at a cost of \$1.3 million.



Before and nearly completed after photos of concrete street, gutter, and curb rehabilitation near the intersection of Iholena Street and Iholena Place in Liliha – Kapalama.



DEPARTMENT OF EMERGENCY MANAGEMENT

Hirokazu Toiya, Director

Jennifer Walter, Deputy Director (August 2019 – present)

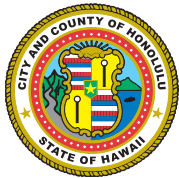
POWERS, DUTIES AND FUNCTIONS

The Department of Emergency Management (DEM) is established by Section 127A-5, Hawaii Revised Statutes, and Section 6-103, Revised Charter of the City and County of Honolulu. The department is responsible for the following key areas: developing emergency management plans to protect and promote the public health, safety and welfare of the people of the city; implementing public awareness, preparedness and educational programs to enhance community-level resiliency; and sustaining the city's Emergency Operations Center (EOC) capability by facilitating situational awareness, planning, and strategic management utilizing a risk-based all-hazard approach for both natural and human-caused hazards.

ACCOMPLISHMENTS

- Activated the city's Emergency Operations Center in March 2020 to coordinate Honolulu's unprecedented response to the global coronavirus pandemic; working in daily collaboration with county, state, federal and nongovernmental organizations, and guided by Incident Command System principles, initial and ongoing COVID-19 response objectives included providing credible, consistent and actionable information to protect the public as well as our city workforce, assisting the state of Hawaii Department of Health with public health measures and planning as required, ensuring continuity of essential city functions, identifying information requirements, and establishing reporting mechanisms to inform city decision makers;
- Supported 15 mass food distribution events during April, May and June 2020 in collaboration with the Hawaii Foodbank to provide approximately 44,000 families with local produce, proteins and starches to feed an entire household for one week; this extraordinary public-private partnership formed to combat the negative effects of unemployment and in support of families directly impacted by the exceptionally profound effects of COVID-19 on our community that forced as many as 139,900 individuals, or 22.3 percent of the workforce, into unemployment;
- Modernized and revised the department's website at www.honolulu.gov/dem, including the addition of completely updated disaster education materials and graphics, the capability to directly schedule training courses, outreach programs and volunteer programs as well as ensuring that the website met accessibility standards per Title III of the Americans with Disabilities Act;
- Successfully leveraged the DEM Facebook, Twitter and Instagram social media accounts for community public education and awareness of COVID-19 and the city's response to the crisis; developed social media graphics and messaging on a daily basis to meet emergent health and safety needs, with many posts quickly accelerating to viral status as well as being positively received by users of those platforms; and placed particular attention on developing multilingual messaging to reach our diverse population of non- or limited-English proficient residents, to include the at-risk populations of Native Hawaiians and Pacific Islanders;
- Sponsored nine Community Emergency Response Team training classes to increase individual and community disaster preparedness and resilience, with 119 individuals graduating from this free 22-hour training course during Fiscal Year 2020;
- More than 35 Emergency Management Reserve Corps volunteers assisted the Honolulu Police Department with traffic and crowd control duties for 15 mass food distribution events held on Oahu during April, May and June 2020 in support of the city's coronavirus emergency operations;
- The Honolulu Local Emergency Planning Committee sponsored and hosted the Hawaii Chemical Safety Day Workshop on December 11, 2019, at Aloha Tower Pier 11, in conjunction with the U.S. Environmental Protection Agency Region 9 and the Hawaii Department of Health Hazard Evaluation and Emergency Response Office, and the workshop attracted more than 110 participants from across the state, government sectors, business, industry and academia;
- Notable FY 2020 EOC activations and supported events included the U.S. Conference of Mayors 87th Annual Meeting, July 2019; Hurricane Erick, July 2019; Hurricane Flossie, August 2019; Tropical Storm Akoni, September 2019; Christmas Day wind storm, December 2019; Honolulu Marathon, December 2019; flash flooding, January 12, 2020; Hibiscus Drive shooting and fire, January 19, 2020; and the city's COVID-19 response, March 2020 to present.

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HONOLULU EMERGENCY SERVICES DEPARTMENT

James Howe, Director
Ian T.T. Santee, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Honolulu Emergency Services Department (HESD) comprises the Emergency Medical Services Division (EMSD), Ocean Safety and Lifeguard Services Division (OSD), and the Health Services Branch. The department is responsible for the efficient, effective and economical operation of pre-hospital emergency medical care and advanced life support emergency ambulance service on Oahu; a comprehensive ocean safety program, to include lifeguard services such as patrol and rescue operations, and emergency response to medical cases on the beach and near-shore waters; and injury prevention, public education, and disaster planning activities in coordination with other local, state, federal and private organizations. The department also provides physical and medical evaluations for personnel as required for their positions, maintenance of licensure, or physical fitness standards.

Emergency Medical Services Division

The state Department of Health contracts with the city to provide emergency medical services on Oahu. All 21 EMS Paramedic units are Advanced Life Support ambulances with two crew members, including at least one paramedic. Division paramedics are trained and licensed to practice medicine in the state of Hawaii under the medical supervision of physicians and according to standing medical orders. The EMS Division has five support elements: Communications, Specialty Services, Equipment, Supplies and Vehicle Maintenance.

HESD provides training for outside emergency providers, including: continuing medical education; clinical training partnership with Kapiolani Community College; clinical training for the Honolulu Fire Department (HFD) and Honolulu Police Department (HPD); Mobile Emergency Care Specialist (MECS) Training Program; and driver's training for MECS and Emergency Medical Technicians. The EMS Division works cooperatively to provide optimal responses to medical emergencies through a first responder co-response agreement with HFD and OSD. Military response agencies also work cooperatively with EMS.

Ocean Safety and Lifeguard Services Division

OSD operates a comprehensive life-saving operation along the 198 miles of Oahu's coastline. Ocean lifesaving services performed by city personnel include ocean rescues, emergency medical treatment, mobile patrol and response, and educational/prevention strategies directed toward 24 million beachgoers on Oahu every year.

Health Services Branch

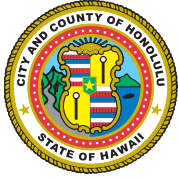
The city's Health Service Branch conducts pre-employment and periodic physical examinations; Occupational Safety and Health Administration-mandated examinations including active hearing conservation program, active respiratory

protection program, and other required screenings programs; and oversees programs that are designed to reduce health risks and prevent injury.

ACCOMPLISHMENTS

- Succeeded in keeping all EMS personnel and their families safe while incorporating drastic changes to emergency medical operations during the coronavirus pandemic, including equipment, protocols, and procedures as we navigated and adapted to COVID-19; division professionals responded to, evaluated, treated and transported 60 confirmed COVID-19 positive patients, and no EMS Division professionals tested positive for COVID-19, a testament to the men and women who serve on the frontline of the COVID-19 emergency and their attention to detail in how they accomplish their mission;
- Re-established within EMS an internal continuing medical education (CME) program by obtaining credentialing as a Training Center for both the National Association of Emergency Medical Technicians and the American Heart Association; CME was funded through Kapiolani Community College (KCC) for years, but KCC discontinued that program in early 2020; in less than a year, EMS completed the process for all field personnel to maintain their state and national provider credentials;
- Adjusted Ocean Safety to make it entirely mobile to cover increased crowds of beachgoers while accounting for physical distancing requirements and working around beach parks that were closed due to the COVID-19 emergency; the division recorded the same number of rescues and preventative actions as it normally would when 41 towers around Oahu would have been staffed daily for at least 8.5 hours a day; Ocean Safety personnel staffed as many as 45 mobile units a day and employed the same number of lifeguards daily;
- Implemented within Ocean Safety a new employee training program for recruits and recertification programs for current lifeguards that accounted for physical distancing and contact tracing in order to keep employees safe; the division's Training Unit established protocols that were later adopted by other city departments and lifeguard agencies around the nation;
- HESD successfully rallied widespread community support for Ordinance 19-26 enacted by the City Council that will allow an Ocean Safety program to provide lifeguard service for the first time outside of decades-long core hours of 9 a.m. to 5:30 p.m., beginning in the summer of 2021;

- Health Services Branch started testing outer island DUI samples, beginning the first-ever revenue producing activity for the branch;
- Implemented new COVID-19 processes throughout the department, including cleaning procedures, check-in process and return-to-work protocols;
- Completed and distributed “100 Years at the Beach,” a 38-minute documentary on the history of lifeguard services on Oahu from the early 1900s to present day; the film won awards at the Waimea Ocean Film Festival and Los Angeles Film Festival, and is available for viewing on YouTube;
- Completed transfer of the former Hauula Fire Station from the Honolulu Fire Department to HESD for operational and training purposes, and operationalized interim ocean safety facilities in Kailua Beach Park, Kualoa Regional Park, and Maili Beach Park;
- HESD was the first public safety agency to successfully transition to the new public safety grade P-25 emergency radio communications system, and the first department to successfully transition into the Joint Traffic Management Center in early 2020.



DEPARTMENT OF ENTERPRISE SERVICES

Guy H. Kaulukukui, Director

Tracy S. Kubota, Deputy Director (July 2019 – April 2020)

Acting Director (April 2020 – present)

Garrick K. Iwamuro, Acting Deputy Director (June 2020 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, the Tom Moffatt Waikiki Shell, the Honolulu Zoo and six municipal golf courses. DES also coordinates the preparation, administration and enforcement of City and County of Honolulu concession contracts. DES is the only city department with an operating budget primarily funded by revenues generated from public events and activities.

DES Administration directs and coordinates programs and operations of its four divisions and manages the concession contracts. DES Administration also provides staff and clerical support services in personnel, budget and organizational management for the entire department.

Concessions Management

Concessions Management is led by the concessions contracts specialist whose function is to plan, develop and implement the concessions contract program. The program involves the proposal, evaluation, development and administration of commercial concessions contracts that provide a variety of services on city property. Concessions maintains strict enforcement of all concessions-related activities to ensure compliance with contract terms and conditions.

Building Services Division

The Building Services Division comprises two sections: Trades and Maintenance. The division provides department-wide support to the Blaisdell Center, Tom Moffatt Waikiki Shell, Honolulu Zoo, Thomas Square, six municipal golf courses and designated city concessions. The Trades section consists of air conditioning, electrical, plumbing, painting, sound, stage lighting and small engine repair technicians. The Maintenance section provides groundskeeping, event set-up, custodial services, and maintenance and repairs for the Blaisdell Center and the Tom Moffatt Waikiki Shell, and is responsible for general maintenance support for other facilities managed by DES.

Customer Services Division

The Customer Services Division manages the business, tenant and guest services of the Blaisdell Center and the Tom Moffatt Waikiki Shell. It encourages extensive and varied entertainment choices and community events for our guests while maximizing revenues to support operations at these venues.

Customer Services consists of three sections: Sales and Marketing, Productions, and the Box Office. Sales and Marketing is responsible for contracting bookings and preparing work orders for all events. Productions is responsible for overseeing the various events, working

with event management teams from around the world, and providing residents and visitors with top-level performances in a comfortable and safe environment. Productions staff also manages the day-to-day operations of the event staff, food and beverage, parking, valet service and novelty merchandise concessions. The Box Office oversees computerized ticketing services, creates the ticketing maps in conjunction with promoters, and manages the sale of all admission tickets to events.

Golf Course Division

The Golf Course Division operates and maintains five 18-hole courses (Ala Wai, Pali, Ted Makalena, West Loch and Ewa Villages) and one nine-hole golf course (Kahuku). Golf tournaments, club play and daily reservations are scheduled via the automated tee time system. Golf courses are constantly evaluated for quality of playing conditions and facilities, along with concessions performance for food operations, pro shops and a driving range.

The automated tee time system provides fair and equitable access to all golfers. More than 128,000 registered golfers are enrolled in the database. Registration and photo identification cards are issued biweekly at the Ala Wai, Pali and Ted Makalena golf courses.

Honolulu Zoo Division

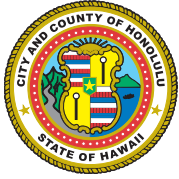
The Honolulu Zoo is a beautifully landscaped 42-acre zoological park and botanical garden located within Kapiolani Regional Park, just steps away from Waikiki Beach. The zoo provides opportunities for residents and visitors to enjoy and learn about tropical fauna and flora, with an emphasis on Pacific tropical island ecosystems and traditional values of malama (caring) and hookipa (hospitality).

ACCOMPLISHMENTS

- The Blaisdell Center experienced a shortened year with nine months of vibrant and diverse activities followed by an unprecedented fourth quarter with all events canceled or postponed due to the coronavirus pandemic; prior to the COVID-19 shutdown, the facilities had a combined total of 282 events with 481 performances, and welcomed 551,199 guests to its facilities and 24,253 guests to outdoor events; the Exhibition Hall was the busiest facility with 221,135 guests;
- The Concert Hall presented the long-awaited return of "The Phantom of the Opera" for four weeks, followed by "The Illusionists" and "RENT" in the Broadway in Hawaii series; memorable concerts included Hillsong United, Backstreet Boys, Janet Jackson, Frankie Valli, and Lauren Daigle; country stars Old Dominion, Aaron Lewis, and Jason Isbell; Johnny Mathis returned for

his Christmas show, New Year's with Straight No Chaser, and Valentine's with 98 Degrees and Josh Tatofi; notable comedy events included local favorite Jo Koy, Bill Maher's ninth New Year's Eve, and Daniel Tosh; other events included the ever-popular Made in Hawaii Festival, The Great Aloha Run Expo, Building Industries Remodeling Expo, WWE (World Wrestling Entertainment Live), the phenomenal sold-out Pinkfong and Baby Shark Live Musical, Ballet Hawaii's "The Nutcracker," and season performances of Hawaii Symphony and Hawaii Opera, as well as career and job fairs, graduations, high school championship sports and cultural events; Shin Lim brought magic to new levels, and All Nippon Airways (ANA) created a music festival featuring local celebrities and Japanese artists;

- Embarked upon deferred maintenance and intense cleaning of the Blaisdell Center to prepare for the COVID-19 new normal, and developed safety procedures based on industry best practices to create a safe environment for community events and gatherings;
- Concessions awarded a contract for the operation of a food truck at Sandy Beach, had facilities at the Waikiki Beach café and the Ewa Villages restaurant renovated by its vendors, and immediately remediated the area surrounding the fire-damaged Waikiki surfboard lockers; first half of Fiscal Year 2020 revenues exceeded FY 2019, however COVID-19 closures shifted focus from maximizing revenues to sustaining concessions;
- Completed the fifth phase of the Ted Makalena Golf Course cart path reconstruction project, replacing existing asphalt cart paths with concrete paths for holes 14, 15, 16, and 17;
- Municipal golf courses hosted Interscholastic League of Honolulu (ILH) and Oahu Interscholastic Association (OIA) high school golf tournaments;
- Temporarily closed golf courses on March 19, 2020, due to the coronavirus pandemic, and reopened them on May 5, 2020, following Professional Golfers Association guidelines and enhanced sanitizing procedures;
- The Honolulu Zoo regained its Association of Zoos and Aquariums accreditation in April 2020 during the COVID-19 shutdown, and reopened to the public on June 5, 2020, with safety retrofits, campus modifications, and limited operating schedule;
- Completed capital improvement projects for the new spider monkey exhibit, a new lion holding facility, improved African savanna, and repair of the African ground hornbill and marabou stork aviary exhibits;
- Hatched a new batch of crocodile monitor lizards, welcomed twin lemurs born on Easter Sunday, received two young reticulated giraffes donated from Albuquerque BioPark, and hatched and fledged Asian fairy-bluebird chicks and green wood hoopoe chicks in the African aviary.



DEPARTMENT OF ENVIRONMENTAL SERVICES

Lori M.K. Kahikina, P.E., Director
Timothy A. Houghton, Deputy Director
Ross S. Tanimoto, P.E., Second Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Environmental Services (ENV) is responsible for the city's wastewater and solid waste collection and disposal services. ENV operates and maintains sewer lines, treatment plants, wastewater pump stations and landfills, and provides refuse/recycling collection and disposal.

The mission of ENV is to protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.

Administrative Support

The director and staff oversee ENV's divisions and are responsible for managing Capital Improvement Projects (CIP), wastewater bonds, program financing, research, expansion, labor relations and safety, personnel and training, program and computer support, customer service and investigations.

Division of Refuse Collection and Disposal

The division provides collection, disposal and management of municipal solid waste, including recycling, municipal landfills and Honolulu Program of Waste Energy Recovery, or H-POWER, the city's waste-to-energy plant.

Division of Wastewater Treatment and Disposal

The division operates nine wastewater treatment plants (WWTP) and four pretreatment facilities on the island of Oahu. The municipal facilities treat approximately 110 million gallons of wastewater daily.

Division of Collection System Maintenance (CSM)

The division operates and maintains 2,100 miles of sewer lines, 72 wastewater pump stations (WWPS) and related force mains (FM) around the island.

Division of Environmental Quality

The division oversees pretreatment, air, wastewater and receiving water quality permit requirements, and monitors and provides analyses in compliance with state and federal regulations. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the wastewater system.

Wastewater Engineering & Construction Division

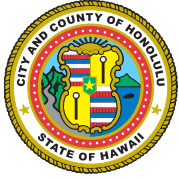
The Wastewater Division plans, designs and constructs CIP-funded wastewater related projects, including repair

and upgrade to the collection and conveyance systems and wastewater treatment facilities. The division is responsible for project planning, including engineering studies, preparation of environmental impact statements and environmental assessments, land acquisition requests, permit processing, preparation of project design and administering project construction contracts.

ACCOMPLISHMENTS

- Completed 11 major Wastewater Consent Decree sewer projects by the June 30, 2020, deadline: Awa Street WWPS and FM Improvements – Milestone #1, Dowsett Highlands Relief Sewer – Nuuanu Avenue, Dowsett Highlands Relief Sewer – Pali Highway, Palolo Sewer Relief – Ninth Avenue and 10th Avenue, Ewa Beach WWPS FM vault modifications, Kamehameha Highway WWPS 36-inch FM replacement; Kahanahou WWPS Upgrade and Sewer Improvements – FM and gravity improvements, Kahanahou WWPS Upgrade and Sewer Improvements – pump station upgrade, Uluniu Avenue Sewer Reconstruction – sewer Inflow/Infiltration (I/I) Ala Moana Basin, Waikapoko WWPS Upgrade, and Punahou Street Sewer Reconstruction – sewer (I/I) Ala Moana Basin;
- Met the Consent Decree obligation of inspecting at least 95 percent of grease removal devices;
- Started a public-private partnership collecting wastewater samples from all nine WWTPs weekly for COVID-19 monitoring;
- Surveyed the four major WWTPs – Sand Island, Kailua Regional, Honouliuli and Waianae – for pharmaceuticals and personal care products;
- Converted bulky item refuse collection to an appointment based system;
- Changed refuse collection in Chinatown to use carts to increase area cleanliness;
- Met a Solid Waste Consent Decree requirement to install a substantial photovoltaic array at H-POWER.

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DEPARTMENT OF FACILITY MAINTENANCE

Ross S. Sasamura, P.E., Director and Chief Engineer
Eduardo P. Manglallan, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Facility Maintenance (DFM) administers repair and maintenance programs for city roads, bridges, streams, flood control systems, traffic striping and signs, public buildings and their adjoining parking facilities, bus stop litter containers, pedestrian malls and office facilities. The department also administers maintenance and repair programs for many city vehicles and heavy equipment, and is responsible for mechanical, electrical and electronic equipment and facilities for parks, street lights and communication centers. Additionally, the DFM provides employee parking services, security, interdepartmental mail services, provides heavy vehicle and equipment training support to city agencies, and directs and oversees programs and administrative services. The department enforces the city's sidewalk nuisance and stored property ordinances, referred to as SNO/SPO. The department is also responsible for administering the city's storm water management program under the Federal Clean Water Act in accordance to the city's National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit.

Division of Automotive Equipment Service

The Division of Automotive Equipment Service (AES) plans, directs, coordinates and administers all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle and construction equipment fleets of city departments and agencies except the Honolulu Fire Department (HFD), Honolulu Police Department (HPD), Board of Water Supply, Honolulu Authority for Rapid Transportation, and TheBus. It also prepares plans and specifications for the purchase of new vehicles and equipment. The division has 2,662 vehicles/equipment under its jurisdiction: 2,108 on-road/highway vehicles, 349 off-road/non-highway equipment, and 205 miscellaneous equipment such as trailers, forklifts, compressors and generators.

The division is organized into four main areas: Administration, Storekeeping, Service and Lubrication, and Repair and Maintenance.

Division of Public Building and Electrical Maintenance

The Division of Public Building and Electrical Maintenance (PBEM) repairs, maintains and renovates public buildings and appurtenance structures, including street, park, mall, outdoor and other city lighting and electrical facilities, as well as communication facilities on Oahu that are under the jurisdiction of the department. The division provides daily custodial and utility services for a number of these facilities. PBEM also manages city

employee parking, motor pool and security services at various city facilities.

The division is organized into three branches and one operations section: Repair and Maintenance, Traffic Electrical Maintenance Services, Custodial and Utility Services, and Security and Employee Parking Operations.

Division of Road Maintenance

The Division of Road Maintenance (DRM) maintains city streets and municipal parking lots under the jurisdiction of the City and County of Honolulu, and provides maintenance to private roads in accordance with city ordinances. DRM also maintains city streams and other drainage facilities throughout the island of Oahu and enforces the maintenance of privately owned streams. The division is responsible for the enforcement of SNO/SPO to address illegally stored items on city property and properties where Memorandums of Understanding/Agreement are in place that allow the city to perform enforcement actions. DRM provides assistance to the Department of Environmental Services, Division of Refuse Collection and Disposal, in supervising refuse collection operations in the Laie, Waialua and Wahiawa districts. DRM also performs emergency work to address roadway and roadside debris from weather-related events and natural disasters. In addition, DRM assists other city agencies in special situations and emergencies where heavy equipment or labor resources are needed.

The division operates from 11 corporation yards or baseyards. Four baseyards serve the Honolulu district, which includes Honolulu, Sand Island, Auahi Street, and College Walk, while seven baseyards located in Kailua, Kaneohe, Pearl City, Laie, Waialua, Wahiawa and Waianae serve the rural districts.

Storm Water Quality Division

The Storm Water Quality (SWQ) branch was effectively reorganized to division status in December 2019. The division oversees storm water quality related programs and activities, inspections, outreach, monitoring, training, analyses and compliance with state and federal regulatory laws and permits. SWQ also assists other city departments with preparing and updating their site-specific storm water best management practices plans for nearly 150 city facilities including wastewater treatment plants, refuse facilities, bus transportation facilities, baseyards, corporation yards, fire and police stations, parks, golf courses, botanical gardens and other city facilities. SWQ also manages and implements storm water quality improvement projects as required by permit.

ACCOMPLISHMENTS

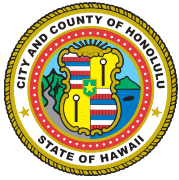
- Processed 5,060 parts requests submitted to AES and issued 82,182 parts; completed 11,518 repair work orders and 40,653 job tasks; and continued to replace older motor pool fleet vehicles with more fuel-efficient vehicles and use alternative fuels, such as biodiesel, propane, and ethanol blended gasoline, in support of the city's commitment to reduce harmful emissions, dependence on fossil fuels, and the environmental impact of the city's vehicle fleet;
- Completed 4,326 of 5,840 work orders submitted to PBEM in Fiscal Year 2020; replaced booster water pumps for potable water distribution in the Frank F. Fasi Municipal Building with high-efficiency energy saving pumps; completed light renovations for the Honolulu Hale Fountain; replaced the existing chiller at the Walter Murray Gibson Building with an energy-efficient Trane water-cooled chiller unit that will lower energy usage by an estimated 52 percent; replaced HVAC systems in the Frank F. Fasi Municipal Building, Honolulu Hale, Halawa AES/DRM Administration Building, Halawa Building B, Kailua HPD, Kahuku HPD, Honolulu Police Department Academy, and the Wahiawa HFD; installed concrete barriers at the green wall and the triangular park areas of Ewa Mahiko District Park; installed shade cloths to cover the Honolulu Hale second floor HVAC rooftop units; converted 1,395 streetlights to LED; and replaced 227 streetlight poles islandwide;
- Continued implementation of Indefinite Delivery/Indefinite Quantity Projects for reconstruction of 138,650 square feet of concrete sidewalks/driveways in Hawaii Kai, Waialae Kahala, Kapahulu, Kaimuki, St. Louis Heights, Makiki, Nuuanu, Pauoa, Ala Moana, Kapiolani Boulevard, South King Street, Ward Avenue, Aiea, Halawa, Pearl City, Ewa Beach, Kalaeloa, West Loch, Makakilo, Honokai Hale, Mililani, Mililani Technology Park, Wahiawa, Maunawili, Kaneohe, Salt Lake and Kalihi; the project included reconstruction of curb and gutters, arboricultural work and adjustment of utility boxes, frames and covers;
- Continued implementation of Indefinite Delivery/Indefinite Quantity Project for Pavement Preservation of Streets, completing 25 linear miles of crack sealing, 3 lane miles of seal coat, and 30 lane miles of slurry seal application on city maintained roads in Pearl City, Pearl Ridge, Aiea, Halawa and Foster Village;
- Completed 8.2 lane miles of in-house resurfacing and first aid repairs on Kaneohe Bay Drive, Olohana Street, Orchid Street, Emily Street, Coral Street, Diamond Head Road, Paki Avenue, and Iwalani Place; reconstructed curbs, resurfaced pavement and re-striped the Honolulu Zoo parking lot; resurfaced the access road entrance to Pearl Ridge Elementary School and Pearl Ridge Community Park; installed asphalt berms on Kanoa Street from Pua Lane to Banyan Street; and resurfaced and installed new all-ways pedestrian crosswalk striping for improved visibility and safety at the intersection of Lewers Street and Kalakaua Avenue;
- Assisted HPD with setting up the Provisional Outdoor Screening and Triage (POST) facilities at Keehi Lagoon Beach Park and Lehua Community Park to provide additional screening, triage, and overflow facilities to mitigate the spread of the new coronavirus among the homeless population;
- Performed stream maintenance utilizing heavy equipment at Wailupe Stream, Manoa-Palolo Stream, Manaiki Stream and Kamooalii Stream under POH-2017-00198 (Section 404) permit issued on September 25, 2019, by the U.S. Army Corps of Engineers; and completed contractor installation of 2,400 linear feet of chain link fencing at Kalama Valley Drainage Channel, 845 linear feet at Kuliouou Drainage Channel, 350 linear feet at Kamahele Drainage Channel, 350 feet at Kilauea Place boulder basin, and 20 feet with gates at Aukai Avenue;
- Renewed two existing long-term agreements and created five new two-year agreements for the Malama O Ka Aina community volunteer program and conducted individual volunteer events for litter pickup, landscape maintenance, graffiti eradication, installation of road delineators along protected bike path and bulb outs, patching sidewalk uplifts to mitigate sidewalk trip hazards, and supported the Mayor's "Look All Ways" stenciling project at crosswalks for pedestrian safety; and coordinated and participated in more than 110 islandwide cleanup and outreach events in support of the department's volunteer programs, including Adopt-A-Block, Adopt-A-Stream and Storm Drain Marking, plus expos, workshops, exhibits and special events that reached out to more than 7,000 people and included efforts by more than 1,000 volunteers;
- Responded to 329 complaints of illicit discharges and illegal connections that resulted in the issuance or processing of 125 Letters of Warnings, 71 Notices of Violations and 12 Notices of Orders; performed more than 400 inspections of assorted industrial and commercial businesses; conducted more than 4,600 third-party construction inspections throughout the island; and conducted 187 site visits to inspect private facilities to ensure proper maintenance procedures were being followed for permanent storm water quality treatment systems;
- Initiated a Storm Water Utility (SWU) Study to introduce the concept of establishing a dedicated fee structure assessed to all properties that will assist the city with funding costs for current and future operations and anticipated growth of managing a comprehensive storm water management program; utilized a Hawaii Community Foundation grant to establish a Stakeholder Advisory Group and conducted bimonthly meetings to explore SWU-related proposals, including fee-based rate charges, cost of services analysis, credit and rebate alternatives, billing options, partnership opportunities, revenue neutrality issues, and possible hardship relief programs for low- and fixed-income households; developed a dedicated

website, www.StormWaterUtilityOahu.org, with the minutes of all stakeholder advisory group meetings, presentations, technical reports, presentation deck slides, and community outreach summaries; presented the SWU framework to the public through 18 town hall meetings in February and March, and, due to the coronavirus pandemic, continued community outreach through nine virtual community meetings in May; and because of the adverse economic impacts of COVID-19, SWU legislation will be introduced after local economic and employment conditions improve.



New all-ways pedestrian crosswalk striping installed for improved visibility and safety at the intersection of Lewers Street and Kalakaua Avenue in Waikiki.

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HONOLULU FIRE DEPARTMENT

Manuel P. Neves, Fire Chief

Lionel E. Camara Jr., Deputy Fire Chief

POWERS, DUTIES AND FUNCTIONS

The Revised Charter of the City and County of Honolulu designates the Honolulu Fire Department (HFD) as the fire protection agency for the city. The HFD's responsibilities are to provide firefighting, rescue, emergency medical and hazardous materials response for the entire island of Oahu. These duties are performed in a variety of terrains including steep mountain ranges, wildlands and agricultural fields; structures that comprise a modern metropolitan city including industrial complexes, business centers, government complexes, high-rise resorts, condominiums and high-density urban residential dwellings; and the ocean surrounding the island.

Administrative Services Bureau

The Administrative Services Bureau (ASB) provides administrative, personnel, logistical and maintenance support to the fire suppression force. The Assistant Chief is assisted by a staff consisting of two Battalion Chiefs, four Fire Captains, an Administrative Services Officer, and a pool of support staff. The ASB oversees the HFD's operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the Drug and Alcohol and Infectious Disease programs.

The HFD's Capital Improvement Program (CIP) and Community Development Block Grant (CDBG) funds are also under the purview of this bureau.

Fire Operations

Fire Operations is responsible for emergency responses including fires, medical emergencies, mountain and ocean rescues, hazardous materials and homeland security incidents. In addition, Fire Operations conducts commercial occupancy inspections; prepares industrial and commercial fire preplans; participates in community relations activities; attends training classes, drills and exercises; keeps abreast of trends in firefighting techniques, emergency medical services, fire prevention, public education and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities and grounds.

Planning and Development

Planning and Development (P&D) prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Community Risk Assessment Standards of Cover and other risk identification and mitigation strategies; reviews, researches and monitors emerging legislation, regulations, trends, events and past department performance to establish goals and objectives necessary to fulfill the

department's mission; coordinates the grant management process, which includes applications, budgets, procurements and reports; and manages the department's web portal and internet sites.

P&D also researches and develops new programs, and evaluates existing programs and services to improve the department's efficiency and effectiveness. These programs include interoperable voice and data communications, records management system upgrades, and a geographical information system.

Support Services

Support Services manages and coordinates the operations of the Fire Prevention Bureau (FPB) and the Training and Research Bureau (TRB), each of which is managed by a Battalion Chief.

The FPB's mission is to promote fire and life safety programs that assist the HFD in accomplishing its mission of mitigating loss of life, property and damage to the environment. The FPB accomplishes this mission by conducting fire code compliance inspections; investigating fires to determine origin and cause; providing fire safety education to the community; reviewing and adopting fire codes; and reviewing building construction fire plans. The FPB is staffed with 36 uniformed and three civilian personnel.

The TRB conducts new and continuous training in incident management, firefighting, rescue, apparatus operation, emergency medical response, weapons of mass destruction/terrorism and hazardous materials. The TRB also coordinates CPR training and other safety courses for city employees and the public.

TRB staff continuously researches new technology that impacts the fire service, such as electric and hybrid vehicles, photovoltaic systems, and new weapons of mass destruction monitoring and identification devices.

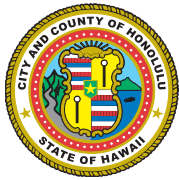
ACCOMPLISHMENTS

- Introduced a new Fire Fighter Recruit II program;
- Expanded the rapid response vehicle program with 11 additional vehicles, for a program total of 16 vehicles;
- Expanded the HFD helicopter program by acquiring two additional aircraft and three new pilots, and worked with the Honolulu Police Department on a planned aviation facility;
- Reduced risks to HFD personnel, lowered operational costs, and improved service to the public by aggressively pursuing progressive technologies, such as unmanned aircraft systems (UAS), to position HFD at the forefront of UAS use for public safety in Hawaii; this technology

has benefited HFD personnel, the city and the public with safety, expedience, and operational capabilities that were not previously available; for example, while all fire fighting/, rescue/, and hazardous materials operations are inherently dangerous, helicopter operations are especially risky, and UAS technology is utilized to place a helicopter into operation with nearly instantaneous situational awareness at an emergency scene, for aerial and infrared searches, small payload drops, and communications without the cost of placing fire fighters in dangerous situations or fuel, maintenance, training, and equipment costs associated with helicopter operations; UAS technology is experiencing a rapid expansion in its capabilities at an efficient price point and will have a place as a premier tool in the fire service's future;

- Utilized Community Block Development Grant funding to purchase three pumper apparatuses that will be assigned to the Central, Kuakini, and Wahiawa fire stations; a newly purchased quint apparatus was assigned to the Waiau Fire Station; and received approval to utilize Capital Improvement Project funding to purchase two aerial and four pumper apparatuses;
- Acquired various personal protective equipment, including but not limited to HFD cloth facial coverings, surgical masks, Protexus electrostatic sprayers, disinfectants, face shields, air purifiers, and personal protective clothing washers/extractors, associated with the HFD's response to the coronavirus pandemic;

- Developed and implemented an online, web-based firecracker permit application that streamlines the process to apply, pay, and acquire permits to purchase fireworks;
- Received \$1,169,589 in grant funding from the state of Hawaii's Department of Homeland Security (DHS) and the Department of Transportation (DOT); DHS funding is being used to purchase ballistic protective equipment, hazardous materials MX908 detectors, two light rescue apparatuses, trailer equipment, and training and evaluations for the elevated rail rescue, mass search and rescue, confined space rescue, dive rescue, hazardous materials, and weapons of mass destruction programs; DOT funding was used to purchase an extrication kit for Quint 26, a quintuple combination pumper;
- Submitted Assistance to Firefighters Grant applications for a wellness screening program and a wellness mobile application, and HFD also received \$3,562,330 in COVID-19 relief funding;
- Acquired six parcels for current and future fire department facilities, including vacant land in Waialua, Kaneohe, Manoa, and Aina Haina, which will be used to relocate aging fire stations; the former Dee Lite Bakery site will temporarily house apparatuses and personnel from the Kalihi Kai Fire Station during an upcoming station renovation, and property on Young Street, which is occupied by various HFD sections, will serve as an administrative annex.



HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Damien Kim, Chair (July 2019 – September 2019)

Tobias Martyn, Chair (September 2019 – present)

Terrence Lee, Vice Chair; **John Henry Felix**, **Ford Fuchigami**, **Glenn Nohara**, **Hoyt Zia** and Ex-Officio Members: **Michele Brunngraber**, **Jade Butay**, **Wes Fryzstacki**, **Wesley Machida**, **Kathy Sokugawa**, **Kamani Kualaa** (July 2019 – August 2019),

Lynn McCrory (September 2019 – present), and **Dean Hazama** (October 2019 – present).

Andrew S. Robbins, Executive Director and CEO

David H. Uchiyama, Deputy Executive Director and COO

POWERS, DUTIES AND FUNCTIONS

The Honolulu Authority for Rapid Transportation (HART) is authorized to develop the high-capacity fixed guideway rapid transit system of the City and County of Honolulu. Among its responsibilities are directing the planning, design and construction of the fixed guideway system; preparing and adopting annual operating and capital budgets; making administrative policies and rules to effectuate its functions and duties; and to promote and assist Transit-oriented Development (TOD) projects near fixed guideway system stations that promote transit ridership.

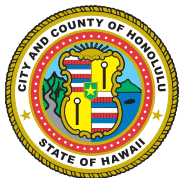
HART is governed by a 14-member board of directors that directs the organization. The administration of the authority is overseen by its Executive Director and CEO.

ACCOMPLISHMENTS

- Continued to make progress in delivering the rail project, with the Rail Operations Center, 10 miles of guideway in the West Oahu Farrington Highway and Kamehameha Highway Guideway segments complete, the Airport Guideway and Stations approximately 50 percent complete, the three stations in the West Oahu Station Group substantially complete, and the remaining six stations in the Kamehameha Highway and Farrington Highway Station Groups more than 90 percent complete;
- Obtained Federal Transit Administration approval of HART's Recovery Plan in September 2019, which cleared the way for the release of the remaining \$744 million under the city's Full Funding Grant Agreement with the federal government, once the cost of the City Center procurement is identified and shown to be within HART's ability to finance it;
- Continued with the procurement process for the City Center Guideway and Stations/Pearl Highlands Design-Build-Finance-Operate-Maintain Public-Private Partnership contract for the final 4.12 miles of guideway and eight passenger stations, the timeline of which was impacted by the coronavirus pandemic;

- Received all seven trains that comprise HART's interim opening fleet, and conducted testing and commissioning in preparation for interim service;
- Continued multipronged communications and outreach efforts to keep the public informed and engaged about the rail project, and construction and traffic impacts, with an enhanced focus on the communities in the City Center section of the alignment, and programs such as the Honolulu Train Community Days, Open for Business Initiative, Business Alliance Program, Business, Community and Town Hall Meetings, Business Briefings, Shop and Dine on the Line programs, the HART Poster Contest, and the opening of the Business and Community Outreach Center;
- Adopted Hawaiian station names for the 12 rail stations between Pearl Harbor (Makalapa) and Ala Moana Center (Kalia) as proposed by HART's Hawaiian Station Naming Working Group; the names bring back place names and honor significant sites in Hawaiian culture based on community knowledge, oral accounts and written history;
- Accelerated the City Center Utilities Relocation work along Dillingham Boulevard in response to the COVID-19 pandemic, remotely conducted many of the agency's administrative operations including public outreach, and delayed HART's Interim Service date to March 2021.

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DEPARTMENT OF HUMAN RESOURCES

Carolee C. Kubo, Director
Noel T. Ono, Assistant Director

POWERS, DUTIES AND FUNCTIONS

The Department of Human Resources (DHR) is the central personnel agency for the city. Its primary purpose, as reflected in the Revised Charter of the City and County of Honolulu, is to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement and separation of public employees. This department is charged with building a career service designed to attract, select and retain, on a merit basis, the best qualified civil servants.

The Director of DHR represents the Mayor in the collective bargaining process, and directs and coordinates an employee-management relations program for the city. In this capacity, the department negotiates and administers nine collective bargaining agreements covering city employees.

In addition, DHR carries out programs in the areas of training, safety, workers' compensation, incentives, awards and equal opportunity.

Civil Service Commission

The primary function of the Civil Service Commission (CSC) is to prescribe rules to carry out the provisions of the charter, hear appeals, and advise the Mayor and the Director of DHR on issues relating to the management of personnel.

In compliance with Chapter 91 of the Hawaii Revised Statutes, Chapter 11 of the Revised Charter of the City and County of Honolulu, and Chapter 1 of the Rules of the Civil Service Commission, the CSC is mandated to adjudicate all appeals and ensure that fair and objective decisions are rendered for all cases.

The CSC meets regarding cases of non-selection and termination, classification, medical and examination disqualification appeals. The purpose of such meetings is to resolve issues relating to civil service practices.

Equal Opportunity Office

The Equal Opportunity (EO) Office oversees the city's compliance with federal, state and city laws on equal employment, affirmative action, sexual harassment, Americans with Disabilities Act (ADA), Title VI of the Civil Rights Act, and establishes policies and procedures to meet program objectives. The office is staffed with an EO Officer, a Title VI Coordinator, an ADA Coordinator, two EO Specialists and several contract investigators, to ensure complaints are properly handled, city employment and services delivered to the public are free of discrimination and harassment. Staff also provides technical resources, assistance and training to executives, managers, administrative officers, and employees.

Enterprise Resource Planning Branch

The Enterprise Resource Planning (ERP) Branch designs, plans, develops, implements and administers the day-to-day management of the city's Enterprise Resource Planning System (C2HERPS) Human Resources functions, which include the Advantage HRM solution, the Meridian Global Learning Management System, Human Concepts OrgPlus Enterprise organizational charting and modeling system, and Employee Self Service. Staff directs the overall design and development of the system; oversees, coordinates and engages subject matter experts, departmental liaisons and outreach team members; oversees and coordinates resolution for outstanding issues and problems; develops report design specifications and coordinates report testing sessions; develops, evaluates and implements business process improvements; develops, implements and maintains security and workflow requirements and user access; develops training curriculum; and coordinates and conducts end-user training, workshops and outreach meetings. ERP also works with line departments to streamline the workflow process for personnel actions.

Employment and Personnel Services Division

The Employment and Personnel Services Division provides centralized human resources services in the areas of recruitment, examination, benefits, research, transactions and compliance.

The Benefits, Research and Transactions Branch assists departments with the processing of personnel transactions such as hiring new employees, promotions, retirements and separations. The branch audits and certifies all personnel actions affecting city officers and employees under its jurisdiction, and plans and coordinates the benefits and employee service awards programs. In addition, staff monitors labor and employment-related legislative activity, administers the city's leave sharing program, and provides leadership in the city's efforts to comply with federal, state and local laws and policies in the areas of fair labor standards, drug and alcohol testing, protection of personnel information, and other federal and state employment laws within the division's scope of responsibilities.

The Examination Branch plans, develops and administers a variety of selection and assessment programs; conducts job analyses; develops merit-based examinations; determines eligibility of candidates, which includes eligibility for public employment, education, experience, and licensure requirements; and determines personal suitability for civil service positions. Examination staff also advises and provides assistance to departments with the promotional examination process and selection interviews.

The Recruitment Section plans and executes recruitment activities to attract qualified applicants, refers candidates to departments for employment consideration, and advises

departments on employment subjects ranging from the onboarding process to complicated personnel movements. Recruitment staff works closely with departments and agencies to assess and identify staffing solutions for “hard-to-fill” jobs and positions such as engineers, data processing systems analysts and skilled trades.

Classification and Pay Division

The Classification and Pay Division (C&P) plans, develops and administers the city’s classification and pay plans; conducts research on classification and pay matters; recommends pricing for new classes; participates in statewide meetings on statutory equal pay pricing requirements; participates in collective bargaining wage negotiations; and develops salary and benefit adjustment recommendations for excluded managerial employees. The division also provides management advisory services to assist departments on personnel implications and problems relating to reorganizations, reassignment of work and creation of new classes.

Industrial Safety and Workers’ Compensation Division (ISWC)

The Safety Branch develops, promotes, coordinates and maintains a safety program for the City and County of Honolulu to comply with the Hawaii Occupational Safety and Health (HIOSH) Law and administrative rules; helps departments develop and implement safety programs; and maintains statistics of lost time due to industrial injuries and vehicle accidents in order to develop accident prevention programs and strategies.

The Workers’ Compensation Branch administers the city’s self-insured workers’ compensation program to comply with the Hawaii Workers’ Compensation Law and administrative rules; manages the city’s retention, rehabilitation and placement, and limited duty programs; and represents city departments and agencies before the Department of Labor and Industrial Relations with respect to workers’ compensation matters.

Labor Relations and Training Division

The Labor Relations and Training Division plans, develops and administers the city’s labor relations, personnel development and training programs, and administers collective bargaining agreements.

The Labor Relations Branch administers nine collective bargaining agreements, provides assistance to management on employee-employer relations and contract administration, negotiates collective bargaining agreements, and represents the city in grievance meetings and arbitration proceedings.

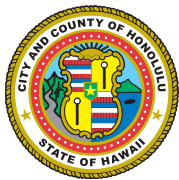
The Training Branch provides assistance to management on training matters and plans, develops and implements management, supervisory and personnel development training programs to improve the efficiency and quality of public service provided by employees.

ACCOMPLISHMENTS

- Developed and delivered training specific to policies developed in Fiscal Year 2019 addressing nondiscrimination in the provision of services,

programs and activities, including procedures for filing complaints and making requests for reasonable modifications under the Americans with Disabilities Act;

- Completed upgrade of the city’s HR/Payroll System;
- Conducted 51 safety inspections at city facilities from July 2019 to March 2020, 45 of which identified hazards that would have resulted in potential HIOSH penalties totaling \$1.99 million, and these hazards were mitigated by the departments involved to minimize safety risks to employees;
- Continued to rein in workers’ compensation benefit costs, which were \$22.1 million in FY 2020, by pursuing cost controls that included aggressive pursuit of fraudulent claims and resulted in the Department of Labor issuing three decisions in favor of the city; since FY 2016, the city’s total workers’ compensation benefit costs have seen year-over-year increases/decreases for a total increase of 6 percent; by comparison, the state of Hawaii Department of Labor reports that total workers’ compensation benefit costs for all Hawaii employers since calendar year 2015 have increased 29 percent;
- Created an account through the Hawaii Criminal Justice Data Center to utilize Fieldprint, an organization with authorized locations in all 50 states that provides complete electronic fingerprinting service, from collection through transmission to the FBI; by utilizing Fieldprint, the city is able to conveniently and efficiently fingerprint out-of-state candidates and candidates from other Hawaii counties who require a fingerprint-based FBI background check; and Fieldprint provides a turnaround time of only a few days versus the two weeks previously required to have manually rolled prints on fingerprint cards completed by various law enforcement agencies;
- Worked with the Department of Transportation Services (DTS) to fill positions for the Honolulu rapid transit rail system; the Exam Branch worked closely with the DTS subject matter expert on the unique, rail-specific examinations, and DTS successfully hired highly skilled rail industry professionals;
- Studied Police Radio Dispatcher positions and created a new series titled Police Communications Officer to reflect operational changes and appropriately recognize such work via increased compensation;
- Created a Perfect Attendance Leave Policy that allows eligible city employees who achieve perfect attendance during the calendar year to earn eight hours of administrative leave;
- Provided 9,033 hours of Training Branch-sponsored courses and events to 7,052 employees;
- Developed virtual presentations and distance learning in response to the coronavirus pandemic for the Senior Managers Meeting, Pookela eCeremony, Honolulu Fire Department New Employee Orientation, and the first Management Excellence track hybrid-blended training concept; DHR is embarking on a new season in training with three styles of delivery incorporated into exemplary courseware that has elevated the city’s training program.



DEPARTMENT OF INFORMATION TECHNOLOGY

Mark D. Wong, Director and Chief Information Officer

Keith G.H. Ho, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Information Technology (DIT) delivers reliable, efficient and effective Information Technology (IT) services to city agencies, businesses, residents and visitors of Honolulu. The department advises the Mayor and other departments in the use of technology to automate processes, reduce operating costs and make government more transparent, responsive and accountable.

The department manages all of the city's IT resources, and develops and directs an integrated system of computer resources that provides information processing and telecommunications services to all city agencies and authorized users. The department's centralized management of IT services allows all users of the city's network to effectively share data, information, technology, resources and technical expertise in a cost-effective and efficient manner. Each division participates in strategic and tactical planning for the efficient and effective use of information resources, and evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.

Applications Services Division

The Applications Services Division performs the full range of computer systems development including feasibility studies, Request for Proposals and Request for Bids development, systems analysis and design, and computer programming; performs systems testing, personnel training and detailed documentation of the developed systems; maintains implemented systems both developed in-house and acquired; provides consulting services to end users; provides digital data management; assists the user department to plan and coordinate technology goals in line with enterprise-wide technology objectives; and coordinates all efforts between the user department and DIT as it relates to the deployment of technology. Ongoing internal training ensures developers are versed in the latest developments. The division develops in a variety of languages including NodeJS, Python, C, Java, PHP, Go, and COBOL.

Enterprise Resource Planning and Computer Service Representatives Division

The Enterprise Resource Planning (ERP) and Computer Service Representatives (CSR) Division provides data processing support for the citywide ERP financial management/human resources system and integration into the user agency's workflow processes in the city; conducts evaluations of user agency needs, provides technology support services, designs and develops automated systems and procedures, assists in developing plans and obtaining approvals, and implements the city's technology plans regarding the ERP financial management/human resources system and other related automated systems. Each city agency has a CSR to support IT needs.

Operations Division

The Operations Division plans, administers and coordinates the DIT central and backup computer systems, including 24/7 staffing for mainframes, servers, centralized printers, scanners and data entry devices; develops and maintains monetary and document controls to ensure accuracy of processed data; develops computer schedules, routes documents and reports to and from users; provides the initial phase of troubleshooting and incident categorization; monitors security access and camera alarm systems for key radio and microwave sites; communicates both critical and routine technology updates in a timely manner; coordinates software and hardware changes with user agencies; provides diagnostic services on telecommunications and computer networks; acts as network controller by coordinating installation and de-installation of operations center based equipment; supports the Emergency Operations Center, providing key direction and technical advice to city agencies during a disaster; and coordinates plans and activities for data and system recovery within DIT in the event of a disaster.

Radio and Network Infrastructure Division

The Radio and Network Infrastructure Division serves as the infrastructure support division for first responder communications including the wired and wireless city networks, radio, microwave, 800 MHz, P25, Voice over Internet Protocol, video conferencing and related systems including WebEx; responsible for the management of related technology and facilities, including buildings and towers; and oversees all security access, both physical and digital, to the various technology systems supported by DIT.

Technical Support Division

The Technical Support Division (TSD) serves as the technical infrastructure architect and provides technical support to all city agencies that use the city's centralized information technology supported systems as detailed in the various branch detail. TSD plans, designs, implements, optimizes and oversees all mainframes, servers, private cloud containerization, and storage infrastructure throughout the city. It plans, designs, implements, optimizes and oversees the infrastructure to support applications; manages infrastructure services like email and file and print; plans, designs, implements, and manages cyber security; plans, designs, implements, and oversees all Access Control and Alarm Monitoring System (ACAMS).

ACCOMPLISHMENTS

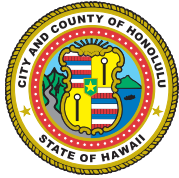
- The GIS/Land Management Branch upgraded Enterprise GIS Portal to 10.7.1; implemented Global Groups management app, city's coronavirus pandemic reports, Department of Environmental Services Opala Curbside Collection app, and Department of Customer Services Kapalama Directory app; updated

Department of Emergency Management Call Center app and Emergency Operations Center app to version 2; completed Department of Planning and Permitting Short Term Rental complaint app, and Short Term Rental investigation app with GIS, automated web crawling, and high-resolution aerial imaging; completed development of the Enterprise Asset Management system version 2 and deployed in containers in the city's private cloud;

- The Public Safety Branch implemented IMS file expansion for automobiles, motorcycles and trailers; developed Java REST APIs for direct IMS database access, Machine Learning for recognition of vehicle registration documents, generation of PDF application forms with digital signatures and encrypted database objects, and released multiple versions of motor vehicle Application Program Interfaces (API); implemented Driver License Data Verification (DLDV), non-compliant state identification card, limited term on Real-ID credentials, gender X identification on driver license and state identification card, multiple driver licenses, state identification, and periodic motor vehicle inspection expiration date extensions due to COVID-19; and deployed Motor Vehicle APIs in Docker containers on the city's private cloud;
- The Database Administration Section implemented PostgreSQL as the main database for new applications including GIS related applications; upgraded the MongoDB version and expanded replication to provide more application and database functionality; worked with Enterprise Resource Planning (ERP) to migrate the ERP application and databases to the latest version, assisted the Public Safety Branch to complete the first major expansion of the Motor Vehicle Databases in 40 years, storing more information and following the AAMVA data standards in anticipation of a blockchain implementation;
- The Service Oriented Architecture Branch implemented the Department of Parks and Recreation Online System (PROS); implemented HFD Fireworks Permit web application; implemented city's Ethic Training system; expanded and streamlined features for the AlohaQ queuing and appointment system; developed Go language automatic settlement and reconciliation processes for HNLpay, and expanded features of Opala Compliance web application;
- Upgraded Advantage to version 3.11, which featured the application discontinuing the use of the software Websphere, and implemented the requirements of the Families First Coronavirus Response Act (FFCRA) by the mandated deadline;
- The CSR branch deployed 97 used and upgraded Honolulu Police Department (HPD) Toughbooks, plus other assorted laptops totaling 145, for teleworkers who were without a device, deployed over 100 Webex teleconferencing accounts, and provided remote support to over 1,700 teleworkers;
- The Networking Branch completed its rollout of a fully routed underlay network for all P25 radio network traffic; activated a new software-defined-network-capable

data center at the Joint Traffic Management Center (JTMC); acquired spine-and-leaf enterprise routers for all three data centers, installed a high-speed wireless ring backhaul for the Honolulu Zoo to assist with reaccreditation; replaced security cameras in Waikiki with cutting edge 360 degree field-of-view cameras capable of simultaneous pan-tilt-zoom functionality; continued rollout of high-definition camera security system to parks along with a high-capacity recording system capable of storing up to 30 days of video; and increased bandwidth of high-priority microwave sites from 400Mbps to 10Gbps;

- The Systems Branch installed major upgrades to operating systems, management tools, compilers, and networking for the z13s mainframes; upgraded the mainframe storage to flash; acquired and implemented a new z14 mainframe; Configured HiperLink for high-speed socket communications between z/OS and Linux;
- The Infrastructure Support Branch provided support and resources for all city IT-related implementations, including virtual and physical systems, storage, backup, containerization, and other application needs; in addition, the Infrastructure group enhanced production and deployed enterprise level non-production private cloud infrastructure; deployed new storage system to replace the current aging unit to provide better performance, increased capacity, and greater expansion capabilities; deployed new malware/virus protection software to Windows and Linux servers; oversaw the completion of phase one of the city's new Primary Data Center with in-row cooling, Lithium Ion UPS battery backup, redundant and intelligent power management; and installed infrastructure environment to support teleworkers due to COVID-19;
- The Security Branch upgraded the Virtual Private Network (VPN) to increase in capacity and speed to meet the high demand for COVID-19 teleworking; set up and issued digital certificates for enterprise wide digital document signing; set up F5 to front private and public container cloud for application delivery; performed application penetration testing; ran authorized phishing campaigns; set up security and delivered critical applications via webtop to support teleworkers; and the ACAMS section migrated various installations to Avigilon and Wisnet Wave; installed cameras and card readers for various departments, replaced 294 defective card readers, and upgraded Access Control Manager software from ACM5 to ACM6.



DEPARTMENT OF LAND MANAGEMENT

Sandra S. Pfund, Director

Randy N.T. Chu, Deputy Director (March 2020 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of Land Management (DLM) protects, develops and manages the City and County of Honolulu's real property interests except those under the jurisdiction of the Department of Parks and Recreation. These responsibilities include maintaining a perpetual inventory of all city real property interests including all lands owned, leased, rented or controlled by the city. For property under the jurisdiction of other executive agencies, DLM acts in an advisory role to ensure adherence to land management best practices. For property not under the jurisdiction of other executive agencies, DLM develops and implements land management plans, property management plans, and conservation and stewardship plans.

Most notably, DLM negotiates and reviews all real property transactions that affect the city's inventory. This includes public-private partnership agreements, development agreements, purchase and sale agreements, leases, licenses, easements and acquisitions funded by the Clean Water and Natural Land (CWNL) Fund.

Asset Development Division

The Asset Development Division focuses on strategic acquisition of properties including properties in the Transit-oriented Development (TOD) zone, increasing the production of affordable rental housing, and preservation of appropriate properties under the CWNL program.

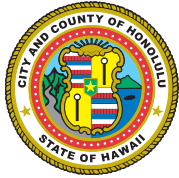
Asset Management Division

The Asset Management Division actively manages city-owned lands and the city rental housing portfolio, as well as improving the utilization and revenue potential for vacant lands and commercial properties.

ACCOMPLISHMENTS

- Executed Development Agreements for the Aiea Sugar Mill Site (3.44 acres) and Kapolei Lots 6 and 7 (10.24 acres), and selected a developer and entered into negotiations for the development of the West Loch Family Housing Site (3.7 acres);
 - Started construction at a DLM-acquired property at 806 Iwilei Road in Iwilei for the development of a Resource Center and 27 affordable rentals;
 - Completed the purchase of a TOD zone property at 1930 Dillingham Boulevard, and acquired a 5.375 acre parcel in Waialua for a new fire station for the Honolulu Fire Department;
 - Completed the purchase of a residential building at 754 McCully Street in Moiliili that provides 10 affordable rentals for persons earning 60 percent AMI or less;
 - Acquired a 9.5 acre parcel in Aiea Haina to expand the Wailupe Nature Preserve under the city's Clean Water and Natural Land Fund, which provides 0.05 percent of real property tax collections annually for the preservation of important conservation, historical or culturally important lands;
 - Asset Management Division increased the city's rental housing portfolio by four new projects and 91 new units, and added management of 23 new commercial leases including 10 leases recently transferred from the Department of Budget and Fiscal Services, nine from Kakaako Makai, and four new Revocable Permits at Hale Pauahi Commercial Block A;
 - Coronavirus pandemic response actions include execution of a lease agreement with the state Department of Health for the 26-unit DLM-acquired property at Kaaahi Street to establish a COVID-19 isolation and stabilization facility for homeless, and instituting sanitation and PPE protocols at all properties in the city's rental housing portfolio.
- Completed the development of 1902 Young Street, a 30-unit affordable permanent rental housing project in Moiliili for seniors, 62 years and older, who earn 50 percent of the area median income (AMI);
 - Completed the development of 1936 Citron Street, a 30-unit affordable rental housing project in Moiliili with preference to single parents with children who earn at or below 50 percent AMI;
 - Completed the development of a 5,000 square foot greywater garden at Hale Mauiola Navigation Center, which creates a sustainable, self-contained sewer treatment and disposal system that recycles greywater for plants;

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DEPARTMENT OF THE MEDICAL EXAMINER

Christopher B. Happy, M.D., Medical Examiner (July 2019 – October 2019)

Masahiko Kobayashi, M.D., Ph.D., Deputy Medical Examiner (July 2019 – October 2019)

Acting Medical Examiner (November 2019 – January 2020)

Medical Examiner (January 2020 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of the Medical Examiner (MED) investigates cases of sudden, unexpected, violent and suspicious deaths. The purpose of such investigations is to discover, document and preserve the medical, anatomic and evidentiary findings used to determine the cause and manner of death; to identify injury; to confirm or deny the account of how death occurred; to determine or exclude other contributory or causative factors to the death; and to provide expert testimony in criminal and civil litigation. The MED also identifies medical, infectious and accidental hazards to the community, including potentially preventable causes of death, and works with other state and local agencies in the recognition and mitigation of such deaths.

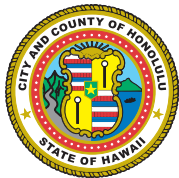
The MED supports a variety of programs and initiatives designed for broad public benefit including: community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention; statewide, multidisciplinary child death review programs; interagency domestic violence fatality reviews; multijurisdictional maternal mortality reviews; donor organ and tissue procurement programs; academic training and internships, including forensic scientists, medical students and pathology residents; statistical reporting for federal drug trafficking assessments; and interagency and city mass casualty planning. The MED also partners with the state Department of Health to report in the National Violent Death Reporting System, thereby assisting the state Bureau of Vital Statistics in the research of mortality on Oahu.

The MED is staffed by a team of professionals, including board-certified physicians specializing in anatomic and forensic pathology, medicolegal investigators who scrutinize both medical and legal aspects, laboratory technologists, autopsy assistants and administrative personnel.

ACCOMPLISHMENTS

- Investigated 3,148 deaths;
- Investigated 42 cases determined to be homicides;
- Assumed jurisdiction in 1,195 cases;
- Performed 488 autopsies;
- Performed 708 external examinations;
- Facilitated 63 organ and tissue donations;
- Tested six cases for COVID-19 that were all negative;
- Enhanced our Investigative Section by registering two investigators and obtaining certification of one investigator with the American Board of Medicolegal Death Investigators (ABMDI);
- Embarked on a \$5.6 million Medical Examiner Building Improvements project that will incorporate integration of additional technological upgrades including new body refrigeration units, installation of a new fence and replacement gate, repair damages to roof, remodel and reconstruct building interior including Administrative, Investigative, Laboratory, and Morgue spaces; target completion date is June 2022.

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DEPARTMENT OF PARKS AND RECREATION

Michele K. Nekota, Director
Jeanne C. Ishikawa, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Parks and Recreation (DPR) manages, maintains, and operates the City and County of Honolulu's parks and recreational facilities; develops and organizes sports, recreational, and cultural activities; and beautifies the city's parks, playgrounds, and other public areas. In addition to 86 beach right of ways and seven pedestrian malls, the city has 303 park properties encompassing 4,962 acres of developed park land. Among the facilities in the parks inventory are 82 recreation centers, 21 swimming pools, 216 comfort stations, and 156 playgrounds. The department supports emergency shelter operations when necessary, and is also responsible for organizing several annual events, including the Mayor's Memorial Day Ceremony. These events involve coordination with federal, state, and city agencies, along with businesses and community organizations.

DPR provides parks and recreational opportunities that are enjoyable and safe. The department strives to promote increased efficiency, effectiveness, and responsiveness in the delivery of parks and recreational programs and services through the work of its three divisions: Executive Services, Urban Forestry, and Park Maintenance and Recreation Services.

Executive Services Division

The primary function of Executive Services is to provide administrative and managerial support for the department and systems relating to budget management, parks planning, property management, public permits, related parks research, safety, training, personnel management, and labor relations. The Storeroom staff coordinates, develops, and monitors property inventory control. The Permits Office oversees the issuance of park use permits and manages the online camping reservation system.

Division of Urban Forestry

The Division of Urban Forestry manages the city's Horticulture Services and Honolulu Botanical Gardens (HBG). Horticulture Services is responsible for maintaining trees along public roadways, in parks, and through pedestrian malls. This includes planting, pruning, and removing trees as necessary, and oversight of approximately 250,000 trees across Oahu. The division also operates the city nurseries, tree farms, and Queen Kapiolani Garden. It administers the city's Exceptional Tree program, provides arboriculture guidance to other departments, and facilitates the city's Community Forestry Initiative. HBG comprises five botanical gardens, covering more than 650 acres, designed to conserve and display in excess of 9,000 plants, representing more than 5,000 species from almost 200 plant families. The gardens also administer the Community

Recreational Gardening Program at 10 sites across Oahu, and support enrichment classes and special events such as Foster Botanical Garden's Midsummer Night's Gloom.

Park Maintenance and Recreation Services Division

The Park Maintenance and Recreation Services Division administers a comprehensive and diversified community recreation and park maintenance program for the city, while coordinating the activities of five geographical districts, Maintenance Support Services, and Recreation Support Services.

Maintenance Support Services provides repair and maintenance for park projects and facilities utilizing specialized skills such as heavy machinery operation, masonry, carpentry, painting, and plumbing. Recreation Support Services administers programs such as the People's Open Market, Senior Citizens Section, Therapeutic Recreation Unit, and Children and Youth Section. It is also responsible for organizing cultural and recreational events such as the Mayor's Craft and Country Fair, Senior Valentine Dance, the state's longest running Lei Day Celebration, the state's longest-running, annual, non-competitive hula event - the Na Hula Festival, the state's oldest storytelling event - the Talk Story Festival, the Kualoa/Hakipuu Canoe Festival, aquatics and sports tournaments, and seasonal celebrations including Halloween and Easter.

ACCOMPLISHMENTS

- Refurbished 12 play apparatus, renovated 14 comfort stations, resurfaced 76 play courts at 16 parks, and lined 27 pickleball courts at 12 parks during Fiscal Year 2020 in continued support of the Mayor's Kakou for Parks Program, an initiative that began in FY 2015 and continues to make significant progress in the city's commitment to revitalize public facilities;
- Awarded an Energy Saving Performance Contract to NORESO, advancing an investment-grade initiative to make DPR facilities and operations more energy efficient, sustainable, and environmentally friendly through a variety of measures including installation of renewable energy resources and efficiency enhancing technology;
- Established Community Forestry social media accounts on Facebook and Instagram to increase community appreciation of the urban forest; these accounts showcased more than 40 community members or groups sharing their connection to trees, nature, and the aina, while highlighting the benefits of trees and providing information of tree species on Oahu; during FY 2020, Community Forestry posts reached an estimated 30,588 Facebook users and 37,981 Instagram users, with more than 1,000 followers on both platforms;

- The Honolulu Botanical Gardens were recognized for their outstanding garden development, professionalism, and conservation efforts with a Level III Accreditation by Arbnet, the world renowned global initiative to officially recognize arboreta; this acknowledgement enhances HBG's ability to collaborate locally and internationally for the benefit of rare and endangered plant life; Foster Botanical Garden is believed to have the largest, cultivated Gigasiphon tree in the world, and HBG staff successfully propagated and shared seeds from a critically endangered Gigasiphon that was threatened by invasive species; and providing opportunities to regularly experience rare plant life, including the Corpse Flower, has contributed to the continued increase in visitors to the HBG, which prior to the COVID-19 related closures of DPR facilities in March 2020, were on track to record another fiscal year of increased attendance;
- In November 2019, approximately 41 acres of public land in Kakaako makai was transferred from the Hawaii Community Development Authority to the City and County of Honolulu, including 16 parcels of land, three roadways, three comfort stations and other public facilities; among the parcels and roadways included in the transfer were Kakaako Makai Gateway Park and Kakaako Mauka Gateway Park, Kakaako Waterfront Park, Kewalo Basin Park, adjoining parking lots, Ohe Street, Olomehani Street, and Ahui Street; prior to the transfer, DPR was addressing the backlog of maintenance and staffing issues prevalent throughout these public facilities, and since the transfer, DPR's efforts resulted in vast improvements to the park amenities and overall experience for park users;
- Opened two off-leash dog parks including the city's sixth dog park at Kalo Place Mini Park, through a public-private partnership with the Hawaiian Humane Society, and the city's seventh dog park at Mother Waldron Neighborhood Park; and held a groundbreaking ceremony for what will be the city's eighth off-leash dog park at the Patsy T. Mink Central Oahu Regional Park;
- The Children and Youth Section meticulously planned the 2020 Summer Fun Program, along with other youth-inspired workshops and events such as a fishing derby at Hoomaluhia Botanical Garden in October 2019; due to the COVID-19 pandemic March 2020, DPR and this section had to adjust the regularly scheduled program to provide programs for free, with smaller ratio of staff to keiki, while maintaining a safe environment for staff and participating children;
- Selection of the 92nd Lei Court on March 14, 2020, made history as Jordan Kung Keonaonahiwahiwo-kapuakenikeniwiamekaulahaoleokalani Salis became the first-ever Lei King in the nearly century-long tradition of the Lei Court, and the Lei King was joined by First Princess Joelle Lilinoe Quindica and Princess Makana-haaheonakupuna Hillary Asako Chana Reilly;
- To mitigate the spread of COVID-19, large events and programs scheduled after mid-March 2020 were cancelled, including the Kualoa/Hakipuu Canoe Festival, Mayor's Memorial Day Ceremony, Easter events, summer enrichment classes, and the Lei Day Celebration at Kapiolani Regional Park, but the spirit of Lei Day lived on when DPR Culture and Arts staff created a modified way to celebrate on May 1, 2020; to express appreciation to the frontline workers risking their health to keep us all safe, the Na Lei Koa (Warrior Lei) theme was developed to also show appreciation for everyone making sacrifices during the global pandemic; the public was encouraged to make a lei at home, with whatever materials available, and place it on a visible part of their home; DPR also organized a curbside procession on Lei Day in front of a decorated Kapolei Hale in a show of support to our emergency responders;
- With physical distancing becoming the norm, and online interactions becoming a necessary means of communication and operation, DPR launched two separate programs to adapt to the unique circumstances presented by the global pandemic; the Na Paka ma ka Hale (Parks at Home) Series allowed talented recreation staff to provide free video tutorials to the public on DPR's social media platforms, including the recently launched DPR YouTube Channel; Parks at Home featured new classes on a weekly basis, covering a variety of topics such as arts and crafts, dance, exercise, and home gardening; and DPR and the city's Department of Information Technology launched custom software to streamline the recreational registration process; the new Parks and Recreation Online System (PROS) allows users to register for DPR's activities and classes, and will assist with future permitting needs of the public; the initial phase of the PROS launch was used for Koko Head Shooting Complex reservations, and then PROS handled the more complex task of Summer Fun Program registrations for a modified version of DPR's most popular program.



Foster Botanical Garden staff propagated and shared seeds from a critically endangered Gigasiphon that was threatened by invasive species.



Following the transfer of 41 acres of public land in Kakaako makai from the Hawaii Community Development Authority to the City and County of Honolulu in November 2019, DPR installed signs at Kakaako Waterfront Park and addressed the maintenance backlog at this public facility.

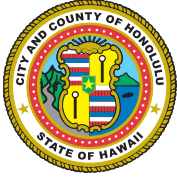


DPR staff renovated the comfort station at Kakaako Waterfront Park.



Before and after images of parking lot repaving at Point Panic parking lot in Kewalo Basin.

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DEPARTMENT OF PLANNING AND PERMITTING

Kathy K. Sokugawa, Acting Director
Timothy F.T. Hiu, Deputy Director
Eugene H. Takahashi, Second Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Planning and Permitting (DPP) is responsible for the City and County of Honolulu's major programs and laws related to land use, from long-range policy planning, community planning and zoning to infrastructure assessments and regulatory development codes. The department is composed of eight groups, including the Administrative Services Office, Honolulu Land Information System, Customer Service Division, Planning, Transit-oriented Development (TOD), Land Use Permits, Building, and Site Development. DPP also manages the Geographic Information System (GIS) used by various governmental agencies and private businesses. The department provides administrative support to the Planning Commission, Zoning Board of Appeals, Building Board of Appeals, and the Design Advisory Committee.

The Director of DPP sits on the Policy Board of the Oahu Metropolitan Planning Organization as a voting member. The Director is also an ex-officio non-voting member of the Hawaii Community Development Authority and the Honolulu Authority for Rapid Transportation.

Honolulu Land Information System (HoLIS)

This organization provides coordination, management and oversight of the city's GIS and the maintenance of geospatial data required by almost all city departments. HoLIS is also responsible for managing and maintaining the department's Automated Permit Tracking and Management System.

Customer Service Division (CSD)

The Customer Service Division operates a consolidated permit counter to handle customer inquiries about various permit requirements and forms; processes residential/commercial and other minor permits; intakes permit applications/plans, including e-plans, and routes them to appropriate divisions/departments; and collects applicable permit fees. The Permit Issuance Branch issues approximately 15,000 building permits a year. Additionally, the CSD operates the department's public information center that maintains historical and current records pertaining to properties and issued permits; administers the code enforcement civil fine program; inspects existing buildings, apartments, dwellings, sidewalk complaints, property/sidewalk overgrowth, illegal occupancy and structures in response to customer complaints, including requests for investigation of possible violations of various codes, requirements, rules and other regulations; and processes referrals from other government agencies to inspect establishments in conjunction with its programs for licensing. The CSD is composed of five branches: Permit Issuance, Data Access and Imaging,

Code Compliance, Residential Code Enforcement, and Commercial and Multi-Family Code Enforcement.

Planning Division

The Planning Division prepares and updates the Oahu General Plan and long-range regional development plans; represents the city in state land use boundary amendments for parcels greater than 15 acres; processes applications for state land use boundary amendments for parcels equal to or less than 15 acres, Public Infrastructure Map amendments, zone changes, state special use permit requests, and zoning district boundary adjustments; monitors and administers conditions of approval associated with the above actions, including affordable housing and urban design plan requirements; and develops community-based special area plans for neighborhoods where more localized planning is desired, including neighborhoods hosting rail stations. The Planning Division works with the TOD Division to increase public awareness of the benefits of TOD; reviews the Executive Capital Improvement Program and Budget for conformance to the General Plan and development plans; prepares an annual report of the current status of land use and other data pertinent to the implementation of development plans; and develops land use forecasting models to prepare forecasts of population, housing and employment based on adopted land use plans and market trends. These forecasts are used as the basis for the Oahu Regional Transportation Plan and other long-range infrastructure master plans. Additionally, the Planning Division acts as the city's liaison to the U.S. Census Bureau, maximizes accuracy and completeness of the decennial census, and develops products to make the census data relevant to planning applications and more useful to the public. The division is composed of four branches: Community Planning, Development Plans and Zone Change, Planning Research, and Policy Planning.

Transit-oriented Development Division

The TOD Division is responsible for coordinating all city departments' efforts to implement TOD, through plans and policies, projects and investments, incentives, codes and regulations, outreach and events, and coordination of public, private and community stakeholders. The division supports the Mayor's TOD subcabinet, which meets regularly to discuss TOD-related infrastructure, projects and policies, and streamline implementation. Division staff works with other DPP divisions and city departments to develop neighborhood TOD plans, TOD zoning and land use ordinances, Complete Streets and parklet policies, affordable housing policies, financial tools, wayfinding and other TOD implementation strategies. The division manages catalytic planning and development projects and technical studies on infrastructure, and works with other departments to ensure their projects align with TOD goals.

The division conducts extensive outreach and education efforts – for the public, community partners, industry groups and city staff – and hosts many workshops and events. The division pursues grants and technical assistance, and manages those awards, including federal awards for brownfield-site redevelopment, bikeshare, equitable TOD, affordable housing, wayfinding, green infrastructure and climate adaptation.

Land Use Permits Division (LUPD)

The LUPD is responsible for administering the Land Use Ordinance (LUO) and other regulations pertaining to land use in the city. The division reviews, prepares and processes amendments to the LUO; coordinates interpretations, clarifications and inquiries concerning LUO regulations; processes zoning clearances and confirmations; and reviews and processes all LUO-based permit applications. Its responsibilities also include urban design (e.g., special district permits and street trees); temporary use approvals; the city's sign regulations; and processing zoning variances to the use, development and design standards of the LUO.

The division has the responsibility for coordinating with the state and other counties concerning the regulatory aspects of the state's Coastal Zone Management (CZM) law, Chapter 205A of the Hawaii Revised Statutes (HRS); and interprets, administers and processes the permits required by the Special Management Area (SMA) and Shoreline Setback Ordinances, and the department's Part 2 Rules Relating to Shoreline Setbacks and the SMA. The LUPD also reviews and processes applicable environmental disclosure documents (environmental assessments and impact statements) required by Chapter 343 of the HRS and Chapter 25 of the Revised Ordinances of Honolulu.

In addition to its land use and CZM responsibilities, the LUPD reviews and processes applications for exemptions to planning, zoning and construction-related standards for eligible affordable housing projects, pursuant to HRS Chapter 201H-38. The division also reviews applications for building permits, subdivisions and construction approvals whenever there are questions concerning compliance with the various land use and CZM regulations it administers, and consistency with the permits it has issued. It also represents the director during public and contested case hearings related to the land use and CZM matters that it administers. The division is composed of three branches: Land Use Approval, Urban Design, and Zoning Regulations and Permits.

Building Division

The Building Division administers and enforces the city's building, electrical, plumbing, housing, zoning codes, the energy conservation ordinance, sidewalk, driveway, grading, National Pollutant Discharge Elimination System (NPDES), and other related ordinances and regulations in conjunction with building permit applications. The division provides technical support to the Customer Services Division in their review of permit applications and performs inspections to verify compliance with the codes, regulations and ordinances. In addition, it investigates complaints or reports of violations pertaining to projects where a building permit is required or has been issued. The division is

composed of five branches: Building Code, Electrical Code, Mechanical Code, Research, and Zoning Plan Review.

Site Development Division

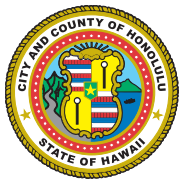
The Site Development Division is responsible for the review, approval and inspection of new subdivisions and their associated improvements; and proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, and flood control. It administers the flood hazard district ordinance and grading ordinance. The division is composed of five branches: Civil Engineering Project Review, Civil Engineering Permitting and Inspection, Subdivision, Traffic Review, and Wastewater. The division has a major role in fulfilling the city's NPDES permit requirements.

ACCOMPLISHMENTS

- Achieved compliance on the Federal Emergency Management Agency's Community Assistance Visit to review the city's floodplain management program, including the permitting process for structures in the Special Flood Hazard Area, floodplain management ordinance, current and expectant flood mapping, file searches for structures identified on field drives, and needed verification of compliance;
- Reviewed, permitted, and inspected infrastructure work for the advancing Honolulu Rail Transit Project, and also for major private developments including Hoopili, Koa Ridge, Hoakalei, and Ewa-Gentry, as well as various projects in the Kakaako, Ala Moana, and Waikiki districts;
- Participated in the U.S. Environmental Protection Agency/Hawaii Department of Health audit of the city's NPDES program via representation of DPP's role in administering and inspecting construction permits for program compliance;
- Published the Annual Land Use Report for Fiscal Year 2018 in December 2019;
- Updated Honolulu's 2020 Census geography, which involved reviewing and proposing new census tracts, block groups and census designated places, and working with the U.S. Census Bureau to ensure that the resultant geographic units will maximize the usefulness of the data to the people of Honolulu;
- Conducted public outreach for the Primary Urban Center Development Plan update through three evening Land Use workshops in July and August 2019, 16 "pop-up" community workshops in August and September 2019 on planning for sea level rise impacts, and three Policy Direction workshops in December 2019;
- Released the Proposed Revised East Honolulu Sustainable Communities Plan in April 2020 to the East Honolulu Neighborhood Boards, and executed contract in June 2020 for the five-year update of the North Shore Sustainable Communities Plan;
- Transitioned to a customized database software to streamline the affordable housing applicant eligibility process;

- Migrated the Geographic Information System (GIS) cadastral data, the land ownership and geographic information on individual parcels or properties, to a new data model referred to as Parcel Fabric, which will provide greater functionality for recording, storing, and producing maps based on subdivision survey records;
- Migrated the POSSE software to a web-based version of the product referred to as POSSE Web, which will provide advanced web-based capabilities for permitting services and operations, and completed the installation and training on the use of POSSE Web for all DPP permitting activities.

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HONOLULU POLICE DEPARTMENT

Susan Ballard, Chief of Police

John D. McCarthy, Deputy Chief of Police

Jonathon Grems, Deputy Chief of Police (July – November 2019)

Clyde K. Ho, Deputy Chief of Police (January 2020 – present)

POWERS, DUTIES AND FUNCTIONS

The Honolulu Police Department (HPD) serves as the primary law enforcement agency for the island of Oahu. The Chief of Police directs the operation and administration of the department and is responsible for the following: preservation of the public peace, protection of the rights of persons and property, prevention of crime, detection and arrest of offenders against the law, enforcement and prevention of violations of state laws and city ordinances, and service of processes and notices in civil and criminal proceedings.

The men and women of the HPD are dedicated to working with the community to make our island safe. Officers and staff are committed to serving and protecting with aloha.

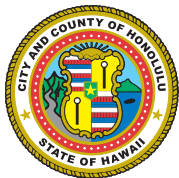
ACCOMPLISHMENTS

- Implemented Homeless Outreach and Navigation for Unsheltered (HONU), a \$6 million, state-funded, three-year pilot project that helped 257 individuals move off the streets from December 2019 to April 2020; formerly known as LIFT, project HONU temporarily lifts park rules and allows homeless/unsheltered individuals to stay in mobile navigation centers with conditional access to shelter, food, a hygiene center, and pet kennels, as well as assistance in obtaining more permanent living arrangements; operating in a selected area for 60 to 90 days, approximately 10 inflatable tents are set up that can accommodate 10 individuals;
- Embraced new technology by adding beam911 software to the smartphones of dog handlers to provide accurate, real-time information to pinpoint officer locations and track movements; this tracking or “bread crumbs” feature kept officers from overlapping their search areas and prevented unnecessary loss of time; the beam911 software’s real-time sharing of more information quickened decisions for search and rescue operations, and use of the software has been expanded to other divisions for operations such as managing protests, allowing commanders to position and use personnel more efficiently and effectively;
- Participated with partners from public safety and city agencies in the Heros and Helpers event in December at the Target Salt Lake store where at-risk youth between the ages of 8 months and 17 years old shopped alongside first responders for a holiday shopping spree; “Heroes” from agencies such as the HPD, Honolulu Fire Department, Federal Bureau of Investigation, Department of Defense, and many more came out to help the cause and Target provided

approximately 200 children with their own \$70 gift card to purchase items of their choice, and many of our heroes personally contributed as well; public safety agencies have worked with the Target & Blue™ program nationally for over 25 years to promote positive interactions between youth and public safety officials;

- Issued 1,675 smartphones to patrol, investigative, specialized, and command staff officers; in addition to text, email, and other common smartphone capabilities, these smartphones provide a compact device officers can keep on their person for quick access to case reports, body camera footage and other sensitive information that personal and public devices cannot access;
- Graduated 43 students from the HPD Youth Citizens Police Academy (YCPA), a program that was revived after 15 years to better engage with youth in the community through a positive environment and to expand the public’s knowledge of law enforcement and the HPD;
- Introduced YCPA participants to the HPD Law Enforcement Explorers Program (LEEP), a program for ages 14 to 20 that provides a comprehensive program of training, purpose, mission, law enforcement objectives, participation in community services, and learning teamwork and leadership skills through practical experiences; 11 of the 43 YCPA graduates also later joined the LEEP, and by the end of Fiscal Year 2020, LEEP membership increased to 57;
- Investigated illegal gambling establishments as part of the Gambling Detail Federal Task Force that resulted in federal indictments of 12 individuals and the execution of five federal search warrants, during which 52 gambling machines and over \$200,000 were seized, with pending forfeiture proceedings related to these cases estimated at \$3,886,200;
- Investigated, in concert with federal agencies, to identify a drug trafficking organization that was importing and distributing large quantities of cocaine throughout Hawaii and smuggling large amounts of drug proceeds in U.S. currency out of Hawaii to the continental United States; the investigation resulted in six pending federal indictments, the seizure of 3,500 grams of cocaine with a street value of \$700,000, and \$800,000 in U.S. currency;
- Established an Incident Command System, managed traffic, and ensured general public safety for massive operations at two locations on Oahu in support of the City and County of Honolulu’s “Rise Resiliently Oahu” project to help meet the needs created by the COVID-19 pandemic; the project distributed food and other necessities to approximately 4,000 households to address the economic impact felt by residents.

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DEPARTMENT OF THE PROSECUTING ATTORNEY

Keith M. Kaneshiro, Prosecuting Attorney
Dwight K. Nadamoto, Acting Prosecuting Attorney
Lynn B.K. Costales, Acting First Deputy

POWERS, DUTIES AND FUNCTIONS

The Department of the Prosecuting Attorney (PAT) prosecutes violations of statutes, ordinances and regulations within the City and County of Honolulu for which there are criminal sanctions. PAT represents the people and the state of Hawaii in criminal proceedings in District Court, Circuit Court and Family Court, as well as appeals heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. The office also provides advocacy services for victims of crime. The office comprises approximately 100 deputy prosecutors and 180 support staff, which includes clerical workers, investigators and victim-witness counselors assigned to various divisions.

Administration

Provides overall direction for programs and activities of the department. Oversees fiscal, budgeting, personnel, planning, legislative, audio/visual, and investigative services in support of departmental programs.

Appellate

Represents the state in appeals of cases prosecuted by the Department of Prosecuting Attorney before the state appellate courts and the federal courts to include the U.S. District Court of Hawaii, the 9th U.S. Circuit Court of Appeals and the U.S. Supreme Court. The division also provides case research and reference assistance to the office.

Family

Juvenile handles cases in Family Court involving defendants under the age of 18.

Domestic Violence Misdemeanor prosecutes misdemeanor offenses involving violence or the threat of violence committed against an intimate partner or a child. The cases include charges such as abuse of family or household members, violations of orders for protection, and violation of temporary restraining orders.

Domestic Violence Felony prosecutes felony offenses involving violence or the threat of violence committed against an intimate partner or a child. The cases include charges of assault in the first and second degree, murder, terroristic threatening, and abuse of family or household members.

Felony Prosecution

Prosecutes felony and misdemeanor jury-demand cases in Circuit Court except cases referred to the Special Prosecution Division. The cases include drug, burglary, robbery, arson, murder, manslaughter, assault, negligent homicide, animal cruelty, white collar crime, and specialty court cases.

Investigative Services

Provides security for department personnel and facilities, locates material witnesses, serves warrants and subpoenas, and conducts investigations for selected cases being prepared for trial.

Misdemeanor Prosecution

Processes cases involving motor vehicle infractions and lesser criminal violations punishable by imprisonment not exceeding one year. Deputies are assigned to district courts in Honolulu, Pearl City, Kaneohe, Wahiawa and Kapolei.

Screening and Intake

Reviews and charges a majority of felony cases that do not involve domestic violence or sexual assault. Prepares and presents cases at preliminary hearings and before grand juries. Processes and e-files charging documents and handles the preparation of felony cases for arraignment and plea at Circuit Court.

Sex Trafficking

Special unit funded by a federal grant dedicated to investigating and charging crimes involving human trafficking.

Special Prosecution

Career Criminal prosecutes cases involving defendants who commit felonies while on probation or parole. Qualifying repeat offenders are subject to mandatory minimum sentences if convicted.

Elder Abuse prosecutes felony crimes against victims over the age of 60. Deputies also provide educational outreach to senior citizens at fairs and expos, as well as through group presentations and guest appearances on local TV and radio.

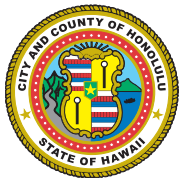
Sex Assault prosecutes all sexual assault cases. Deputies employ vertical prosecution and work directly with police, advocacy groups and community service providers that specialize in sexual violence against women, children, men and LGBT.

Victim / Witness

Provides support services for victims of crime and helps guide victims and witnesses through the judicial process. The division's services include crisis counseling and social service referrals, safety planning for victims of domestic abuse and notification of case status and custody status of offenders. PAT's specially trained courthouse dog works with child victims and witnesses.

ACCOMPLISHMENTS

- Reorganized office to improve efficiency;
- Used federal funds to install Plexiglas sneeze guards and partitions throughout the office to protect employees during the coronavirus pandemic, and also distributed air purifiers, hand sanitizer, face masks, and cleaning materials;
- Investigated massage parlors operating as a cover for prostitution and executed search warrants at seven establishments, all of which were shut down;
- Initiated a pilot program to test the feasibility of utilizing new software called TrialPad to modernize the presentation of evidence during trials;
- Improved office security by replacing aging electronic door locking system with a new system that supports fob encryption and has battery backup in the event of a power failure;
- Engaged in educational outreach presentations on sex trafficking to PBS Insights, Kaiser Permanente, University of Hawaii John A. Burns School of Medicine, Honolulu Rotary Club, and the Institute on Violence, Abuse and Trauma.



DEPARTMENT OF TRANSPORTATION SERVICES

Wes Frysztacki, Director
Jon Y. Nouchi, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Transportation Services (DTS) is responsible for the multimodal movement of people and goods on roadways; public transit systems (TheBus, TheHandi-Van and rail); bicycle and pedestrian ways; intermodal facilities and operations; rail and traffic control systems; traffic safety; rules and regulations for city-owned streets and roadways; "Complete Streets" implementation; and the design and construction of transportation facilities and systems. Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu delegates the following responsibilities to the department: plan, operate and maintain public transportation systems to meet transportation needs in accordance with the general plan and development plans, and advise on the design and construction thereof; locate, select, install and maintain traffic control facilities and devices; provide educational programs to promote traffic safety; and promulgate rules and regulations pursuant to standards established by law. In recent years, additional DTS responsibilities have been added to Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu including: managing and maintaining all commercial parking facilities, except those managed by another city agency; performing, planning, engineering, design and construction of improvements to commercial parking facilities; preparing an energy conservation and emissions reduction plan; enforcing the collection of fares, fees, rates, tolls and other charges for use of the transportation system; and identifying, creating and recommending new sources of revenue from non-fare sources to provide additional funding for the transportation system.

The department's goal is to provide greater safety for all modes of transportation and increased quality of life for residents, incorporating Complete Streets principles that provide balance between travel modes such as motor vehicles, bicycles and pedestrians into the planning, design and construction of city transportation facilities and projects, including the city's Transit-oriented Development (TOD) plans and projects.

Transportation Planning Division

Four branches in the Transportation Planning Division provide transportation planning and federal financial funding resources. The Regional Planning Branch supports Oahu's data-driven regional modal plans that guide the city's transportation improvement project selection. The Regional Planning Branch also coordinates, reviews and comments on transportation and environmental studies for consistency with the application of national best-practice multimodal principles, traffic congestion mitigation and roadway safety elements. The Federal Compliance Branch seeks federal

funds for the city's transportation improvements and ensures that projects seeking federal assistance are qualified, vetted and programmed in the Transportation Improvement Program. The Planning Studies Branch collects, organizes, and evaluates pertinent and measurable transportation data necessary to conduct traffic studies and analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks and speed limits. The Planning Studies Branch also manages the city's on- and off-street parking performance. A new Complete Streets and Rail Access Branch is responsible for the planning of multimodal access, curb management and parking at rail stations.

Transportation Engineering Division

The Transportation Engineering Division conducts studies and analyses to promote the safe, efficient and effective use and operation of the city's streets, roadways and appurtenant facilities; coordinates and implements engineering programs and projects to improve traffic flow and safety; prepares and processes legal schedules in accordance with the traffic code; administers the city's bikeway, pedestrian safety, and traffic safety and education programs; and administers the school traffic safety committee. The Curb Management, Facilities and Operations Branch develops and maintains advanced technology systems to manage on-street parking and designated curb zones.

Transportation Technology Division

The Transportation Technology Division designs, implements, operates, and maintains the safe and efficient use of city and state traffic signals on Oahu. The division also administers, inspects and establishes roadway traffic controls for construction activities, parades and special event road closures that occur on city streets. The division is responsible for Honolulu's Traffic Management Center and implementation of the Intelligent Transportation Systems, a program that improves traffic mobility by employing technology to improve the efficiency of existing roadways. The Commercial Operations and Permits Branch manages street usage permits, including commercial loading zones, using advanced technology and account-based revenue collection programs.

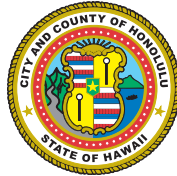
Transportation Mobility Division

The Transportation Mobility Division comprises four branches that oversee the city's public transit system, including TheBus, TheHandi-Van, and the operations and maintenance of the high-capacity fixed guideway rapid transit system. The Fixed Route Operations Branch monitors performance and provides policy guidance and direction for TheBus. This branch oversees activities that promote transit ridership, ensures compliance with

civil rights requirements for public transit services, and coordinates transit safety and security programs. The Paratransit Operations Branch monitors performance and provides policy guidance and direction for TheHandi-Van, the Americans with Disabilities Act (ADA) complementary paratransit service for persons with disabilities who are functionally unable to independently use TheBus. This branch oversees the city's Human Services Transportation Coordination Program, which supports transit-related activities addressing the needs of senior citizens, low-income households and persons with disabilities. The Facilities and Equipment Branch procures all vehicles and equipment used to operate and support TheBus and TheHandi-Van services. This branch oversees the construction of new bus facilities, and the maintenance and improvement of existing facilities. The new Rail Operations Branch administers the day-to-day management of rail through performance monitoring, policy guidance and contract compliance.

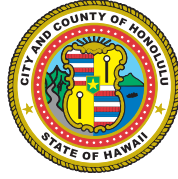
ACCOMPLISHMENTS

- Dedicated the completed Joint Traffic Management Center on Alapai Street on January 9, 2020, a state-of-the-art, three-story structure that houses city and state transportation officials, 911 operators and dispatchers from the city Police, Fire and Emergency Services departments;
- Negotiated and signed a 13-year contract with Hitachi Rail Honolulu Joint Venture to operate and maintain Honolulu's rail system;
- Completed planning and preliminary design for a new pedestrian and bicycle crossing of the Ala Wai Canal, and published "A Pedestrian Priority Network for the Oahu Pedestrian Master Plan";
- Acquired land and initiated planning to develop a new multimodal public transportation center and plaza at Ala Moana Center to support connector bus services into Waikiki and access to rail by a wide variety of attractive and convenient transportation options;
- Completed roadway and intersection improvements including pedestrian scramble crosswalk markings at Kalakaua Avenue and Lewers Street in Waikiki, a new roundabout at Hiapo Street and Managers Drive in Waipahu, additional traffic cameras at seven intersections, and artistic painting of traffic signal control boxes to enhance the streetscape in several neighborhoods;
- Successfully launched the HOLO Card system and executed a service management contract to expand HOLO Card use from TheBus to the Honolulu Rail, TheHandi-Van operations, other city-managed services, and to add additional card users and create economic development opportunities for the private sector;
- Upgraded TheBus and TheHandi-Van telephone systems to provide greater reliability and flexibility in operations, eliminate service interruptions and complaints related to telephone access, and exceed the performance standard for the percentage of calls being answered within five minutes;
- Completed 26 bus stop and transit facility improvements, including construction or repairing of 11 bus stop shelters and construction of 11 bus stops to improve ADA access or site conditions, and responded to the coronavirus pandemic with daily sanitizing and disinfecting of buses and barriers shielding drivers from riders, implementing a mandatory face covering requirement for all passengers, adding more buses to serve busier routes, and conducting employee temperature checks and COVID-19 testing;
- Implemented bus service improvements including rerouting Route 53 (Honolulu/Pacific Palisades) to provide weekend service on Kula Street that included the addition of four new bus stops; increased Route 41 (Kapolei/Ewa Beach) service; continued phased implementation of Windward routes 61 (Kalihi/Kaneohe/Aikahi), 66 (Downtown/Kailua/Aikahi), 651 (Kaneohe Circulator), 67 (Honolulu/Kailua/Waimanalo), 671 (Kailua/Lanikai), 672 (Kailua/Maunawili), 673 (Kailua/Enchanted Lake), 674 (Kailua/Aikahi), and 86 (Windward Express) that included the addition of five new bus stops in Kaneohe, six in Kailua, seven in Waimanalo, and two in Kalihi Valley; Hotel Street bus stop realignment and intensive cleaning program; Farrington Highway bus stop realignment in Maili and Waianae; and designing the King Street Bus Only lane;
- Procured 63 vans to increase TheHandi-Van fleet from 190 to 205 vehicles; received eight 60-foot low-floor, clean diesel buses; and awarded contract for 13 40-foot low-floor battery electric buses and one 35-foot low-floor battery electric bus.



LEGISLATIVE BRANCH & OFFICES

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Message from Council Chair **IKAIKA ANDERSON**



In Fiscal Year 2020, the City Council faced unprecedented challenges, specifically in the fourth quarter, when a global pandemic thrust the entire state of Hawaii into a public health and economic crisis. Governor David Ige issued emergency stay-at-home and quarantine orders for public safety, which shut down tourism, devastated our economy and caused thousands to lose their jobs.

Despite the unsettling and uncharted circumstances brought on by COVID-19, the City Council held firm to its mission to do the people's business by evolving and implementing safety guidelines. My colleagues and I acted quickly and worked with Mayor Kirk Caldwell and his administration to urge and enact legislation to assist and benefit the public, especially those struggling to survive.

Here is a list of significant actions taken by the City Council during the entire fiscal year that improved the quality of life of our residents and addressed issues that they deemed important. Besides COVID-19, several measures targeted the environment and sustainability, affordable housing, public safety and safe parks, and transportation.

Addressing COVID-19

Almost immediately after COVID-19 was declared a pandemic, the City Council adopted Resolutions 20-71, FD1, and 20-123, amending rules to allow remote meetings and testimony, respectively, in anticipation of the need to continue the people's business.

To increase access to emergency funds, the City Council enacted Ordinance 20-5, which expanded the Reserve for Fiscal Stability Fund criteria for emergencies to include a pandemic or other widespread health crisis for which the governor has declared a state of emergency.

The City Council adopted Resolution 20-93, FD1, urging the state Department of Health to be more aggressive and expand its COVID-19 testing to include asymptomatic and pre-symptomatic individuals, and to beef up its staffing to adequately track persons who had been in contact with infected persons.

Due to the massive number of unemployed residents, the City Council adopted Resolution 20-96, requesting Gov. Ige institute an emergency moratorium on commercial and residential tenant evictions and homeowner foreclosures beyond relief that may be provided by the federal coronavirus aid bill.

The City Council also adopted Resolution 20-113, supporting the administration's proposal to allow real property taxes, due on August 20, 2020, to be paid in monthly installments, without penalty or interest.

The Environment and Sustainability

With the support of many in the community including our youth, the City Council enacted Ordinance 19-30, which bans single-use plastic goods and plastic bags to address the demonstrable adverse effects on our environment and the health of Hawaii's people caused by plastics.

The City Council also enacted Ordinance 20-4, which addresses the illegal disposal of refuse and bulky waste upon public streets, roadsides, alleys, highways, and public places on Oahu by prohibiting the use of a vehicle in committing the illegal disposal of refuse and bulky waste.

In an effort to encourage the visitor industry to adopt sustainable eco-tourism policies, the City Council enacted Ordinance 20-3, which requires the city's Office of Climate Change, Sustainability and Resiliency to track and report annually on the industry's sustainability efforts, with the aim of reducing solid waste production, reducing water and fuel use, and promoting options for renewable energy and multimodal transportation.

As re-enforcement of the city's migration away from fossil fuels and toward diversified renewable energy, the City Council enacted Ordinance 20-10, which adopted the State Energy Conservation Code (2017), subject to local amendments, to regulate the design and construction of residential and commercial buildings for the effective use of energy, including requirements for minimum electric vehicle charging stations and infrastructure for all newly constructed residential multiunit and commercial buildings.

The City Council adopted Resolution 19-233, which adopted the Oahu resilience strategy as a guiding policy document for the city. Developed in 2017 and 2018, the Oahu resilience strategy focuses on policy solutions that will allow the community to survive, adapt, and thrive in the 21st century, regardless of any shocks or stresses that it may experience.

The City Council also adopted Resolution 19-242, FD1, urging the city administration to create a food security and sustainability administrator position, in order to secure Hawaii against food supply disruptions, diversify Hawaii's economy, and keep money circulating in the local economy.

Affordable Housing

Listening to property owners who experienced construction delays of their planned accessory dwelling units while waiting for the city to complete necessary infrastructure upgrades, the City Council enacted Ordinance 20-20, which extends the deadline from 2020 to 2025 for homeowners to take advantage of permit fee waivers, waivers of wastewater system facility charges, and other incentives to build accessory dwelling units in order to increase the number of affordable rental units.

The City Council enacted Ordinance 20-11, which amends existing affordable housing incentives for projects seeking waivers of charges for affordable housing by requiring development agreements that specify the percentages of various affordable housing units and establishing penalties for failure to comply with the development agreements.

The City Council also enacted Ordinance 20-13, which increases the availability of affordable rental housing in apartment and business mixed-use zoning districts.

Public Safety and Safe Parks

In addressing increases in certain violent crimes in Honolulu and the shortage of 270 sworn officers in the Honolulu Police Department (HPD), the City Council adopted Resolution 20-29, CD1, requesting that HPD take immediate action, including department restructuring if necessary, to ensure enough patrol officers are available for the safety of the public and all officers on the front line.

The City Council also adopted Resolution 19-188, CD1, urging the Federal Aviation Administration to more effectively regulate helicopter and small commercial aircraft operations on Oahu to address a wave of recent crashes and escalating noise disruptions around the island.

To ensure lifesaving services are available when the public is in the water, the City Council enacted Ordinance 19-25, which established a program in the Honolulu Emergency Services Department to extend lifeguard services at public beaches to cover daytime hours.

The City Council adopted Resolution 19-276, urging the Department of Parks and Recreation to utilize a maintenance structure for community parks that provides for groundskeepers who are dedicated to specific parks, in order to address vandalism and a backlog in necessary basic maintenance.

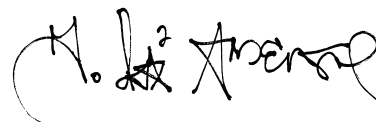
The City Council also adopted Resolution 19-333, urging the city administration to create additional park positions and expand the city's park ranger program islandwide, in order to supplement law enforcement at public parks, make city parks safer, and assist in protecting wildlife, the environment, the ocean, and park infrastructure.

Transportation Services

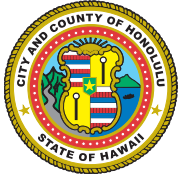
To provide the public with more transportation options, the City Council enacted Ordinance 19-19, which authorizes the city to allow car-sharing organizations to reserve certain on-street parking stalls. Similarly, Ordinance 19-29 was enacted to authorize the city to reserve parking stalls for a fee for the deployment and parking of shared micro-mobility vehicle fleets by permit.

In response to riders' complaints about the city's paratransit service, the City Council adopted Resolution 19-119 that requests the city auditor to provide an update on the implementation of recommendations made in the 2016 audit of the city's paratransit service, which continues to have problems regarding on-time performance, excessive trip times, and alleged failure to comply with Americans with Disability Act requirements.

Much was accomplished during Fiscal Year 2020, but we can always do more. As my time with the City Council comes to a close, I continue to be proud of my colleagues, their staff and the entire legislative branch. It was an honor to become the Council Chair in May 2019, to ensure we conduct the people's business in the most professional and efficient manner. My journey at the Honolulu City Council began in 2002 as a legislative aide for the late City Council Chair Barbara Marshall, my mentor, who taught me to never disregard constituents and to never assume. Valuable lessons that have served me well, which I share respectfully with my current Councilmembers and those who will be elected to this body come November. Serving the City and County of Honolulu alongside many dedicated employees has been a privilege. My warmest mahalo to all those who remain committed to serving the public.



Ikaika Anderson, City Council Chair
City and County of Honolulu



OFFICE OF THE CITY AUDITOR

Troy Shimasaki, CRMA, Acting City Auditor
Susan Hall, MPA, CFE, CRMA, Audit Manager
Van Lee, MBA, CICA, CRMA, Audit Manager

POWERS, DUTIES AND FUNCTIONS

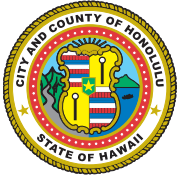
The Office of the City Auditor (OCA) was created on July 1, 2003. Proposed amendments to the Revised Charter of the City and County of Honolulu, approved by the voters in the November 2002 General Election, authorized the Honolulu City Council to establish OCA as a separate and independent office to strengthen the auditing function in city government and to ensure that the agencies and programs of the city are held to the highest standards of accountability to the public (Charter section 3-501). The charter affords the auditor the independence to initiate work under the auditor's authority and to consider requests for work from the council. In addition, and for the purpose of carrying out an audit, the charter empowers the auditor to have full, free and unrestricted access to any city officer or employee, and grants authorization to examine and inspect any record of any agency or operation of the city.

The charter further provides that the city auditor conduct or cause to be conducted: 1) the annual financial audit of the city; 2) performance audits of the funds, programs and operations of any agency or operation of the city; and 3) follow-up audits and monitoring of compliance with audit recommendations by audited entities. All audits are conducted in accordance with government auditing standards, and audit findings and recommendations are set forth in written reports of the city auditor.

ACCOMPLISHMENTS

- Issued 12 reports: 1) Audit of the Permitting and Inspection of Large Detached Dwellings, Resolution 18-223, FD1; 2) Follow-Up on Recommendations from Report No. 12-03, Audit of the City's Real Property Tax Delinquency Collection; 3) Follow-Up on Recommendations from Report No. 05-02, Audit of Selected Management Issues of the Honolulu Liquor Commission; 4) Audit of the Department of Enterprise Services Operations – Honolulu Zoo; 5) Follow-Up on Recommendations from Report No. 13-02, Audit of the Real Property Assessment Division; 6) Audit of the Department of Planning and Permitting's Processes for Reviewing Building Permit Applications, Resolution 18-284, CD1, FD1; 7) Follow-Up on Recommendations from Report No. 16-02, Audit of the City's Paratransit Services; 8) Audit of the Department of Parks and Recreation's Expenditures and Maintenance Priorities, Resolution 19-91, CD1; 9) 2019 Service Efforts and Accomplishments Report; 10) 2019 National Community Survey Results and five supplemental reports; 11) 2019 Citizen-Centric Report; and 12) OCA Annual Report;
- Administered the financial audit contract for the city's Comprehensive Annual Financial Report (CAFR) including three financial audits: the Sewer Fund, the Public Transportation System-Bus and Paratransit Operations, and Single Audit of Federal Financial Assistance Programs;
- Received a Certificate of Excellence in Citizen-Centric Reporting from the Association of Government Accountants for OCA's 2019 Citizen-Centric Report;
- Mentored two college students through the OCA Internship program;
- Initiated an online component of the National Community Survey that attracted 900 Honolulu residents to participate in rating government services;
- Adopted existing internal telecommute policies and procedures, which allowed the staff to successfully continue their work during the coronavirus pandemic stay-at-home orders.

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OFFICE OF THE CITY CLERK

Glen I. Takahashi, City Clerk

POWERS, DUTIES AND FUNCTIONS

The City Clerk serves as the Clerk of the City Council; is the custodian of its books, papers and records, including ordinances, resolutions, and rules and regulations of all city agencies; has custody of the city seal; authenticates all official papers and instruments requiring certification; is responsible for voter registration and conducts all elections for the City and County of Honolulu in accordance with the Revised Charter of the City and County of Honolulu and the laws of the state of Hawaii; and performs other functions as required by the charter or by law.

Staffed with 37 positions, the Office of the City Clerk is organized under the following three operating units: Council Assistance, Office Services and Elections.

Council Assistance Division

The Council Assistance Division is responsible for providing staff support to the City Council at all of its council sessions, committee meetings and public hearings. The staff is responsible for preparation of all agendas, recording and reporting all proceedings, processing all communications and resolutions, bills and ordinances introduced and acted upon by the council, and is the custodian of records relating to enacted or pending legislation and other council documents.

The division continues to improve public accessibility through immediate online access to the documents of the City Council, including communications, bills, resolutions, ordinances, agendas, committee reports and minutes.

Office Services Division

The Office Services Division provides office/fiscal administration and support services for the Office of the City Clerk. Additionally, the division performs meeting audio, printing, mail and messenger services for the City Council.

Elections Division

The Elections Division is responsible for conducting all elections held in the City and County of Honolulu, and performs voter registration and absentee balloting (early/mail voting) functions pursuant to the Revised Charter and the laws of the state of Hawaii. The division also administers the statewide voter registration system on behalf of the counties and state of Hawaii.

ACCOMPLISHMENTS

- Administered the oath of office, in accordance with Section 13-118 of the Revised Charter of the City and County of Honolulu, to 16 public officials, appointed agency heads, deputies, and board and commission members;
- Generated \$25,003 in revenue, mainly from voter certificate fees and voter lists;
- Received and filed 117 financial disclosures from elected officials, candidates for elected office, and appointed agency heads and deputies.

Council Assistance

- Council Meetings and Hearings: Regular Sessions – 12, Special Sessions – 6, Public Hearings – 12;
- Legal Notices Published: Public Hearing Notice – 14, Change of Meeting Location – 3;
- Speakers at Council Meetings/Public Hearing – 848;
- Honorary Certificates: Floor Presentation – 161, Community Presentation – 237, Retiree Certificate – 46;
- Standing Committee Meetings – 83 total Meetings: Budget – 10, Business, Economic Development and Tourism – 8, Economic Assistance and Revitalization – 4, Executive Matters and Legal Affairs – 11, Parks, Community Services and Intergovernmental Affairs – 10, Public Infrastructure, Technology and Sustainability – 9, Public Safety and Welfare – 10, Transportation – 7, Zoning, Planning and Housing – 14;
- Speakers at Committee Meetings – 882;
- Committee Reports – 368.

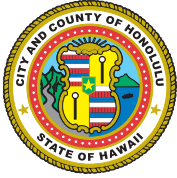
Council Information Section

- Legislative Items Published: Ordinances – 50, Bills Passed Second Reading – 54, Resolutions – 6;
- Meeting Notices Filed Pursuant to §92-7 Hawaii Revised Statutes (HRS) – 906;
- Communications: Council – 357, Departmental – 866, Mayor's Messages – 159, Miscellaneous – 856;
- Bills Introduced: Passed First Reading – 84, Veto Overridden – 0, Returned Unsigned – 9, Filed on Floor – 0, Filed per Revised Ordinances of Honolulu (ROH) §1-2.4 – 36, Pending – 67;
- Resolutions Introduced: Adopted – 284, Filed on Floor – 0, Filed per ROH §1-2.5 – 31, Pending – 60;

- Rules and Regulations Filed – 5;
- Documents: Deeds – 9, Easements – 7, Extracts Certified – 8.

Elections

- Focused on preparations for transition to vote-by-mail;
- Mailed 462,000 voter notification/signature capture cards to allow voters to update signatures;
- Mailed 70,000 voter registration follow-up cards;
- Re-branded Election Division's equipment, mailings, collateral materials, and website;
- Procured and prepared ballot drop boxes as required by state law;
- Conducted list maintenance (updates, invalidations, new) of the voter registry for approximately 515,000 voters;
- Developed new online ballot replacement system;
- Developed and distributed new vote-by-mail educational materials.



CITY COUNCIL

Ikaika Anderson, Chair
Ann H. Kobayashi, Vice Chair
Carol Fukunaga, Floor Leader
and **Brandon J.C. Elefante**, **Joey Manahan**, **Ron Menor**, **Kymberly Marcos Pine**,
Heidi Tsuneyoshi, and **Tommy Waters**, Members.

POWERS, DUTIES AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the legislative branch as a coordinate branch of city government to the executive branch and vests the city's legislative power in the Honolulu City Council. As the legislative body of the city, the council performs the following major duties and functions:

- Sets citywide policies by enacting ordinances and adopting resolutions relating to municipal government programs and services, such as police and fire protection, parks and recreation, affordable and special needs housing, sanitation and waste disposal, public transportation, and other city government operations;
- Initiates new municipal programs that the city may pursue, or improvements to existing programs and services;
- Initiates amendments to the Revised Charter of the City and County of Honolulu;
- Adopts the annual operating and capital programs and budgets to fund the delivery of city services in the following fiscal year by the city, including the semi-autonomous public transit authority known as the Honolulu Authority for Rapid Transportation (HART);
- Adopts measures that will yield sufficient monies to balance the budget in the following fiscal year, including the setting of the annual real property tax rates and authorizing the issuance of general obligation bonds;
- Fixes fees and charges for city services and the use of city property, or delegates that authority, in some instances, to the city's executive branch;
- Adopts policies and land use laws, such as the general plan, development plans, zoning regulations and processes, and regulations within Transit-oriented Development (TOD) districts;
- Establishes policies for development in or near the shoreline by reviewing and granting applications for special management area use permits and certain shoreline setback variances upon recommendation of the Department of Planning and Permitting (DPP);
- Makes requests to the Office of the City Auditor to conduct performance audits of city agencies and programs to determine whether laws, policies, and programs are being carried out in the most effective, efficient, and economical manner;
- Determines the necessity for taking private property for public purposes and authorizes the initiation of proceedings in eminent domain;
- Confirms city department heads and board and commission members nominated by the Mayor, and appoints members of certain commissions;
- Settles lawsuits and claims filed against the city and its officers and employees and authorizes the initiation of lawsuits by the city;
- Approves the compromise of real property tax claims in excess of \$500 upon recommendation of the Director of the Department of Budget and Fiscal Services (BFS);
- Approves the abandonment or closing of city streets and roads upon recommendation of the city administration;
- Establishes fines and penalties for violations of city ordinances;
- Accepts, on behalf of the city, gifts of money, securities, other personal property or real estate or interests in real estate;
- Authorizes certain agreements between the city and other governmental and quasi-governmental agencies and certain private grant agreements that place obligations on the city;
- Approves the appointment of special counsel and Special Deputies Corporation Counsel to represent the city and its officers and employees;
- Serves as a board of trustees providing oversight over the land of the Kapiolani Park Trust;
- Exercises limited oversight of the work of HART, including approval of the issuance of general obligation bonds and of the condemnation of property necessary for the completion of the Honolulu Rail Transit Project.

Organization

During Fiscal Year 2020, the council exercised its legislative policy making and oversight powers through the work of its standing committees. The standing committees served as open forums of discussion, debate, and consensus building. They actively sought citizen participation in the legislative process by conducting meetings during which individuals as well as representatives of neighborhood boards, small businesses, interested organizations, and affected industries were encouraged to share their opinions and ideas on city government programs and activities. Public testimonies received by the standing committees often formed the basis for recommendations for council action. In addition to the regularly scheduled committee meetings, the standing committees also held informational briefings to focus on complex issues and study new initiatives for city programs and services. The council

also held additional public meetings and hearings at which it received public input on proposals before the council. In May 2020, the Council Chair announced the establishment of the Council Select Committee on Economic Assistance and Revitalization to consider steps to safely reopen communities across Oahu in response to the coronavirus pandemic and statewide shutdown.

ACCOMPLISHMENTS

In FY 2020, the City Council adopted resolutions and enacted ordinances on a broad variety of subjects, including measures addressing the COVID-19 pandemic, to better the lives of residents and visitors in the City and County of Honolulu. The following are highlights of some of the council's achievements during the year:

Addressing COVID-19

- Soon after the start of the pandemic, the council adopted Resolutions 20-71, FD1, and 20-123, amending rules to allow for remote meetings and testimony, respectively, in anticipation of the need to continue the people's business despite COVID-19;
- To increase access to emergency funds, the council enacted Ordinance 20-5, which expanded the Reserve for Fiscal Stability Fund criteria for emergencies to include a pandemic or other widespread health crisis for which the Governor has declared a state of emergency;
- The council adopted Resolution 20-93, FD1, urging the state Department of Health to aggressively expand COVID-19 testing to include asymptomatic and presymptomatic individuals, and to provide adequate staffing to enhance tracking of persons who have been in contact with infected persons;
- Knowing that community hardships were inevitable, the council adopted Resolution 20-96, requesting the Governor institute an emergency moratorium on commercial and residential tenant evictions and homeowner foreclosures beyond relief that may be provided by the federal coronavirus aid bill due to statewide unemployment arising from the outbreak of COVID-19;
- Similarly, the council also adopted Resolution 20-113, supporting the administration's proposal to allow the real property taxes due on August 20, 2020, to be paid in monthly installments, without penalty or interest.

Resilience, Security, and Sustainability

- The council adopted Resolution 19-233, which adopted the Oahu resilience strategy as a guiding policy document for the city; developed in 2017 and 2018, the Oahu resilience strategy focuses on policy solutions that will allow the community to survive, adapt, and thrive in the 21st century, regardless of any shocks or stresses that it may experience;
- The council also adopted Resolution 19-242, FD1, urging the city administration to create a food security and sustainability administrator position, in order to secure Hawaii against food supply disruptions, diversify

Hawaii's economy, and keep money circulating in the local economy;

- In advancing the city's continuing migration away from fossil fuels and toward diversified renewable energy, the council enacted Ordinance 20-10, which adopted the State Energy Conservation Code (2017), subject to local amendments, to regulate the design and construction of residential and commercial buildings for the effective use of energy, including requirements for minimum electric vehicle charging stations and infrastructure for all newly-constructed residential multiunit and commercial buildings.

Safe and Clean Parks

- The council adopted Resolution 19-276, urging the Department of Parks and Recreation to utilize a maintenance structure for community parks that provides for groundskeepers who are dedicated to specific parks, in order to address vandalism and a backlog in necessary basic maintenance;
- The council also adopted Resolution 19-333, urging the city administration to create additional park ranger positions and expand the city's park ranger program islandwide, in order to supplement law enforcement at public parks, make city parks safer, and assist in protecting wildlife, the environment, the ocean, and park infrastructure;
- During the early stages of the COVID-19 emergency, the council adopted Resolution 20-75, urging the administration to provide hand soap dispensers, paper towels, and toilet paper in all public restrooms in city facilities, including all comfort stations in city parks.

Strengthening Public Safety

- Given increases in certain types of violent crimes in Honolulu and the shortage of 270 sworn officers in the department, the council adopted Resolution 20-29, CD1, requesting the Honolulu Police Department to take immediate action, including department restructuring if necessary, to ensure that necessary numbers of patrol officers are available for the safety of the public and all officers on the front line;
- The council also adopted Resolution 19-188, CD1, urging the Federal Aviation Administration to more effectively regulate helicopter and small commercial aircraft operations on Oahu, in order to address a spate of recent crashes and escalating noise disruptions around the island;
- In order to ensure lifesaving services are available when the public is in the water, the council enacted Ordinance 19-25, which established a program in the Honolulu Emergency Services Department to service public safety and welfare by extending lifeguard services at public beaches to cover daytime hours.

Transportation Options and Services

- In order to provide more transportation options for the public, the council enacted Ordinance 19-19, which authorizes the city to allow car-sharing organizations to reserve certain on-street parking stalls; and similarly,

the council enacted Ordinance 19-29, which authorizes the city to reserve parking stalls for a fee for the deployment and parking of shared micromobility vehicle fleets by permit;

- Moving to address riders' complaints about the city's paratransit service, the council adopted Resolution 19-119, requesting the city auditor to provide an update on the implementation of recommendations made in the 2016 audit of the city's paratransit service, which continues to have problems regarding on-time performance, excessive trip times, and complaints of failure to fully comply with Americans with Disability Act requirements.

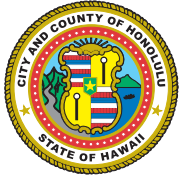
The Environment

- Like other jurisdictions, the council enacted Ordinance 19-30, addressing the provision of single-use plastic goods and plastic bags, since plastics entering the environment have a demonstrable adverse effect on the health of Hawaii's people, as well as the environmental integrity of our islands;
- The council also enacted Ordinance 20-4, which addresses the illegal disposal of refuse and bulky waste upon public streets, roadsides, alleys, highways, and public places on Oahu by prohibiting the use of a vehicle in committing the illegal disposal of refuse and bulky waste;
- In encouraging the visitor industry to adopt sustainable eco-tourism policies, the council enacted Ordinance 20-3, which requires the city's Office of Climate Change, Sustainability and Resiliency to track and report annually on the industry's sustainability efforts, with the aim of reducing solid waste production, reducing water and fuel use, and promoting options for renewable energy and multimodal transportation.

Affordable Housing

- Realizing that property owners have experienced construction delays of their planned accessory dwelling units while waiting for the city to complete necessary infrastructure upgrades, the council enacted Ordinance 20-20, which extends the deadline from 2020 to 2025 for homeowners to take advantage of permit fee waivers, waivers of wastewater system facility charges, and other incentives to build accessory dwelling units in order to increase the number of affordable rental units;
- The council enacted Ordinance 20-11, which amends existing affordable housing incentives for projects seeking waivers of charges for affordable housing by requiring development agreements that specify the percentages of various affordable housing units and establishing penalties for failure to comply with the development agreements;
- The council also enacted Ordinance 20-13, which increases the availability of affordable rental housing in apartment and business mixed-use zoning districts.

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OFFICE OF COUNCIL SERVICES

James Williston, Director
Warren Senda, Deputy Director

POWERS, DUTIES AND FUNCTIONS

Section 3-107.7, Revised Charter of the City and County of Honolulu, authorizes the City Council to establish the Office of Council Services (OCS) to assist it in the exercise of its legislative power. According to the 1971-72 Charter Commission, OCS is "a necessary adjunct to and is supportive of the policy formulation or legislative role of the City Council" and "a tool for decision making – to assist it in analyzing the city's policies and financial programs for their effectiveness and adequacy, and in identifying alternative programs, policies, and major problems that endanger the public interest and welfare."

In Article 3, Chapter 4, Revised Ordinances of Honolulu (ROH), OCS is charged with providing the City Council comprehensive research, reference, and drafting services necessary for the enactment or consideration of legislation and policy. OCS also serves in an advisory and consultative capacity to the council and its committees, and is designated as the Revisor of Ordinances for the City and County of Honolulu.

OCS performs the following services: conducts independent and comprehensive research necessary for the enactment of legislation upon the request of council; provides assistance to the council's standing committees by conducting background research, gathering pertinent data, and serving as resource persons to the committees; supports meetings of the council; analyzes executive branch proposals, programs, bills, and reports at the request of the council; provides legal research and advice at the request of the council; prepares bills and resolutions requested by Councilmembers; analyzes, prepares amendments for, and monitors the execution of the operating and capital budgets of the executive branch and the Honolulu Authority for Rapid Transportation (HART); assists in review and preparation of the legislative budget; provides information to individual Councilmembers; prepares land use maps and provides Geographic Information System services as requested; serves as Revisor of Ordinances and supervises the revision, codification, and printing of the revised ordinances; maintains webpages and databases for the revised ordinances and city policy resolutions; assists the council in fulfilling its responsibilities as a member of the Hawaii State Association of Counties (HSAC); and assists the Councilmembers in their performance as trustees of Kapiolani Regional Park.

ACCOMPLISHMENTS

With a staff of 25, composed of a director and deputy director, seven attorneys, eight policy analysts, three ordinance revision staff, and five administrative support staff, the office accomplished the following tasks and projects in Fiscal Year 2020:

Research and Consultative Activities

- Completed 1,102 assignments pursuant to council and Councilmember requests for service that included 233 bills for ordinances, 467 resolutions, 41 legal and other memoranda, and 361 other assignments, such as email responses to requests, budget worksheet and committee report reviews, and digests of items on committee agendas; 528, or nearly half, of all assignments were "rush" assignments, requiring completion within two work days from assignment; 35 bills drafted or amended by OCS at the request of a Councilmember were enacted as ordinances, and 160 resolutions drafted or amended by OCS at Councilmember request were adopted;
- Provided consultative assistance for 79 committee meetings, including six special meetings, 10 executive sessions, three meetings of the Special Committee on Economic Assistance and Revitalization, and two meetings of the Councilmembers acting as trustees of the Kapiolani Park Trust; and provided consultative assistance for 16 council meetings and public hearings, five of which were special meetings and one of which was held outside of Honolulu Hale;
- Assisted the council's Budget Committee and Councilmembers in reviewing, analyzing, and amending the nine budget and revenue measures that constituted the budgets for the executive and legislative branches, as well as for HART;
- Released, in March 2020, the 20th annual "Issue Profile, Status of the City's Finances" report in digital format, which provides the council with a historical and comparative context to review the upcoming city budget and fiscal trends.

Revisor Activities

- Prepared Supplement No. 31, including ordinances enacted through June 25, 2019, for printing and distribution to the public;
- Furthered the ongoing recodification effort by proofreading 38 chapters of the Revised Ordinances of Honolulu.

Special Projects and Other Activities

- Provided logistical support to the Real Property Tax Advisory Commission and the Salary Commission;
- Advised and assisted the council on its efforts to continue to allow public participation, and to initiate a program to allow Councilmember participation by teleconference technology, in council and committee meetings, in a manner consistent with the Governor's and Mayor's directives relating to social distancing during the coronavirus pandemic;
- Initiated a telework option in line with the Mayor's COVID-19 "work from home" directive, allowing staff members to work from home, while remaining connected to their work computers and office electronic resources, and meeting via teleconference technology when necessary;
- Prepared a white paper on how three other jurisdictions have handled the COVID-19 pandemic;
- Conducted 13 budget peer reviews for other municipalities or counties as a member of the Government Finance Officers Association;
- Supported the Councilmember elected to serve as the president of the Hawaii State Association of Counties.

